



Army International Activities Plan

13 August, 2004

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ARMY INTERNATIONAL ACTIVITIES PLAN

Foreword

13 August 2004

The Army International Activities Plan (AIAP) is my call to action on two fronts: defining our security cooperation priorities and demonstrating the return on our investment. If your mission includes Army international activities, you should use this guidance to define Army objectives every time you prepare to engage allies and friends.

Our goal is for international relationships to continue to be a source of strength and influence. To achieve this goal, we must focus and energize our efforts to shape the security environment in ways favorable to US interests. As our security challenges evolve, our alliances and partnerships must continue to adapt and stay ahead of those challenges most likely to threaten our interests. Guidance in the AIAP supports this process by linking Army international activities to Army capabilities and to objectives that support combatant commander, defense, and national goals.

Our operational experience in the Global War On Terrorism (GWOT) calls for the reorientation of Army capabilities. We must create forces that are more adaptable across the full range of persistent and emerging challenges, not just for GWOT. As we transform our own capabilities, we also seek to improve the capabilities of current and future coalition partners and harmonize selected partner capabilities with our own.

While Army transformation is a continuous process, the Global War On Terrorism makes our task urgent. We must transform to win the current war. The choices we make in our security cooperation program will help the nation to meet the challenges we must confront in the future in addition to those we are most prepared to meet today.

Our joint and expeditionary mindset recognizes that we are an Army in contact, engaged in ongoing operations and ready to respond to the next crisis as it evolves. I urge you to use this AIAP - spend to invest in the most needed capabilities, with the most supportive allies and friends, in the most critical regions, and help ensure that the Army continues to provide relevant and ready forces to the joint team.



Peter J. Schoomaker
General, United States Army
Chief of Staff

ARMY INTERNATIONAL ACTIVITIES PLAN

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ARMY INTERNATIONAL ACTIVITIES PLAN

Table of Contents

Foreword.....	i
I. Mission and Intent	1
II. Strategic Context: Ends and Ways.....	2
III. Army Countries of Emphasis (COE) and Rationale.....	6
IV. Concept for Implementation	6
V. Coordination of AIAP Implementation	10
VI. Measures Of Effectiveness (MOE) Matrix	11
VII. New Concepts for Global Security Cooperation	11
VIII. Annexes.....	17
<i>A – Army International Activities (AIA)</i>	18
<i>B – Army Prioritized Capabilities</i>	40
<i>C – (Classified) Army Country of Emphasis Guidance</i>	55
<i>D – Army International Activities (AIA) Performance Indicators</i>	56
<i>E – Multinational Force Compatibility (MFC) Planning Concept and Process</i>	72

ARMY INTERNATIONAL ACTIVITIES PLAN

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ARMY INTERNATIONAL ACTIVITIES PLAN

I. Mission and Intent

a. Mission: The Army International Activities Plan (AIAP) is the Army implementation plan for the Department of Defense (DoD) Security Cooperation Guidance (SCG). In support of DoD security cooperation goals, it provides Army goals and objectives and identifies countries of emphasis for Army security cooperation activities. This strategic guidance will assist Army elements in developing and implementing a more focused and operationally relevant program of Army security cooperation activities that will yield demonstrable, significant benefit toward achieving United States security goals.

b. Intent: Army elements will prioritize and assess Army International Activities (AIA) they conduct in accordance with priorities, goals and objectives discussed herein, and will program funds for AIA within existing resources to accomplish these goals. Integration, synchronization and coordination are key enablers to achieve the mission of this plan.

c. Definition of DoD security cooperation: “All DoD interactions with foreign defense establishments to:

- Build defense **relationships** that promote specific US security interests;
- Develop allied and friendly **capabilities** for self-defense and coalition operations, including allied transformation;
- Provide US forces with peacetime and contingency **access** and en-route infrastructure; and
- Improve information exchange and intelligence-sharing to harmonize views on security challenges.”

ARMY INTERNATIONAL ACTIVITIES PLAN

II. Strategic Context: Ends and Ways

Army security cooperation goals and objectives are derived from a continuum of national and military guidance, represented below. Each element of strategy is described in terms of its ends and ways. Readers are encouraged to review the complete text of each document listed.

Element of Strategy	Ends	Ways
<i>National Security Strategy</i>	<ul style="list-style-type: none"> Political and economic freedom Peaceful relations with other states Respect for human dignity 	<ul style="list-style-type: none"> Champion aspirations for human dignity Strengthen alliances to defeat global terrorism and work to prevent attacks against us and our friends Work with others to defuse regional conflicts Prevent our enemies from threatening us, our allies, and our friends, with weapons of mass destruction (WMD) Ignite a new era of global economic growth through free markets and free trade Expand the circle of development by opening societies and building the infrastructure of democracy Develop agendas for cooperative action with other main centers of global powers Transform America's national security institutions to meet the challenges and opportunities of the 21st century.
<i>National Defense Strategy</i>	<ul style="list-style-type: none"> Secure the US from direct attack Ensure strategic success Establish favorable security conditions Strengthen allies and partners 	<ul style="list-style-type: none"> Assure allies and friends Dissuade potential adversaries Deter aggression and counter coercion Defeat adversaries Active defense in depth Continuous transformation Capabilities-based approach Managing risk
<i>Strategic Planning Guidance (Formerly DPG)</i>	Transform DoD planning and programming process	<ul style="list-style-type: none"> Apply risk guidance to National Defense Strategy (NDS) <ul style="list-style-type: none"> Operational Risk Future challenges risk Force management risk Institutional risk
<i>National Military Strategy</i>	<ul style="list-style-type: none"> Protect the US Prevent conflicts and surprise attack Prevail against adversaries 	<ul style="list-style-type: none"> Desired attributes and capabilities of the joint force Regional assessments Risk assessment
<i>Joint Operations Concepts</i>	Full spectrum dominance	Capabilities-based methodology

ARMY INTERNATIONAL ACTIVITIES PLAN

Element of Strategy	Ends	Ways
<i>Transformation Planning Guidance</i>	<ul style="list-style-type: none"> ○ Transformed culture through innovative leadership ○ Transformed processes – risk adjudication using future operational concepts ○ Transformed capabilities through force Transformation 	<ul style="list-style-type: none"> ○ Protect critical bases of operations and defeating chemical, biological, nuclear, radiological, or high-yield explosive (CBNRE) weapons and their means of delivery ○ Assuring information systems in the face of attack and conduct effective information operations ○ Project and sustain US forces in distant anti-access or area denial environments and defeating anti-access and area denial threats ○ Deny enemy sanctuary by providing persistent surveillance, tracking, and rapid engagement with high-volume precision strike, through a combination of complementary air and ground capabilities, against critical mobile and fixed targets at various ranges and in all weather and terrains ○ Enhance the capability and survivability of space systems and supporting infrastructure ○ Leverage information technology and innovative concepts to develop an interoperable, joint command, control, communications, computers, intelligence, surveillance and reconnaissance (C4ISR) architecture and capability that includes a tailorable joint operational picture
<i>Security Cooperation Guidance</i>	<ul style="list-style-type: none"> ○ Implement a more focused and operationally relevant security cooperation program across DoD 	<p>All interactions with foreign defense establishments to build:</p> <ul style="list-style-type: none"> ○ Relationships ○ Capabilities ○ Access ○ Harmonized views on security challenges (through information exchange & intelligence sharing)
<i>The Army Plan</i>	<ul style="list-style-type: none"> ○ A campaign quality Army with a joint and expeditionary mindset 	<p>Army Core Competencies:</p> <ul style="list-style-type: none"> ○ Train and equip Soldiers and grow leaders ○ Provide relevant and ready land power capability to the combatant commander as part of the joint team <p>Army Enduring Capabilities:</p> <ul style="list-style-type: none"> ○ Shape the security environment ○ Execute prompt response ○ Mobilize the Army ○ Conduct forcible entry operations ○ Ensure sustained land dominance ○ Provide support for civil authorities <p>Army campaign objectives:</p> <ul style="list-style-type: none"> ○ Support global operations ○ Optimize Reserve Component contributions ○ Sustain the all-volunteer force ○ Adjust global footprint ○ Build the future force ○ Adapt the institutional Army ○ Develop Joint, interdependent logistics structure
<i>Army International Activities Plan</i>	Implement a more focused and operationally relevant Army program of security cooperation activities	Army international activities developed, implemented and assessed in accordance with Army goals and priorities, and country guidance.

ARMY INTERNATIONAL ACTIVITIES PLAN

The chart below identifies the four DoD Security Cooperation Guidance goals and the associated Army security cooperation goals and objectives. It also defines the contribution of each of the eight Army security cooperation goals to the four defense policy goals contained in the US National Defense Strategy.

P =Primary, S= Secondary

DOD SCG Goals	AIAP Goals and Objectives	Defense Policy Goals			
		Assure	Dissuade	Deter	Defeat
Build defense relationships that promote specific US security interests	1. Assure allies of American security commitments; a. Fulfill US commitments to mutual defense treaties and alliances. b. Reinforce US commitment to regional stability with key countries.	P	S		
	2. Promote effective civilian control of the military, democratic values and institutions in countries key to regional security; a. Sustain professional military education and training opportunities for selected allies and friends. b. Develop military contacts with key countries to promote mutual understanding.	P	S		
	3. Establish new security relationships; a. Convince allies in key regions to lead regional security initiatives. b. Convince allies in key regions to participate in regional security initiatives. c. Gain access to intelligence in regions critical to the global war on terror (GWOT) & active defense in depth.	S		P	
Improve information exchange and intelligence-sharing to harmonize views on security challenges	4. Improve cooperation between US military and foreign governments a. Obtain foreign commitments to prosecute the GWOT. b. Obtain foreign commitments to counter the proliferation of WMD. c. Execute civil-military emergency preparedness planning, humanitarian, and nation assistance programs and activities. d. Enforce and verify compliance of arms control treaties. e. Conduct intelligence exchanges in support of GWOT & active defense in depth.		P	S	
Develop allied and friendly military capabilities for self-defense and coalition operations	5. Promote US and Allied Transformation a. Accelerate availability of foreign technologies and materiel that enhance Future Force capabilities. b. Pursue cooperative development of technologies to enhance US and selected allied and foreign partner transformation efforts.			P	S
	6. Improve the capacity of US and allies to operate together a. Enhance multinational force compatibility with allies and selected friendly Armies across doctrine, organizations, training, materiel, leadership, personnel and facilities (DOTMLPF). b. Expand operational and materiel international standardization activities with allies.			P	S
	7. Improve defense capabilities of allies and friends a. Expand capabilities of specified countries in accordance with applicable guidance [e.g., Global Peace Operations Initiative (GPOI), Army Campaign Plan and Theater Security Cooperation strategies]. b. Increase North Atlantic Treaty Organization (NATO) Warfighting capabilities. c. Foster Allied capability to respond promptly and conduct forcible entry operations. d. Improve system performance, reduce development costs and enhance opportunities for interoperability through expanded cooperative research, development and acquisition with selected countries.			P	S

ARMY INTERNATIONAL ACTIVITIES PLAN

DOD SCG Goals	AIAP Goals and Objectives	Defense Policy Goals			
		Assure	Dissuade	Deter	Defeat
Provide US forces with peacetime and contingency access and en route infrastructure	8. Support access to transit and storage facilities; a. Gain access to power projection bases and capabilities. b. Reach agreements to establish and maintain secure access to critical transit infrastructure and training facilities overseas.			P	S

ARMY INTERNATIONAL ACTIVITIES PLAN

III. Army Countries of Emphasis (COE) and Rationale

The Army's countries of emphasis, rationale, and supporting guidance are detailed in a classified annex C; it is available at Army Knowledge Online-SIPRNET.

The DoD SCG defines the meaning and role of countries of emphasis in terms of strategy, resources and assessment:

- Security cooperation activities must yield demonstrable, significant benefit toward achieving higher-level security goals.
- Countries of emphasis are the priority countries for security cooperation in each region.
- Army elements are not precluded from conducting security cooperation with other countries, but must plan and program within existing resources to accomplish [AIAP] goals.
- Army elements can pursue additional goals and international activities as resources permit.
- Annual strategies and assessments must show priority given to countries of emphasis in terms of total resources allocated. Note: Resources include personnel and funds.

Army elements should refer to the annexed country of emphasis guidance to select countries to engage. The rationale and objectives for each country should serve as guidance as to the Army's priority areas for specific AIA.

IV. Concept for Implementation

The synthesis of ends, ways, and means remains the centerpiece of Army strategy for Security Cooperation planning. Implementing the AIAP requires personnel preparing to engage in an international activity to prioritize their efforts in accordance with the goals of this plan, and to follow up with systematic assessments whose results are to be reported in a web-based tool. By focusing first on countries of emphasis, the Army will invest security cooperation resources where the payoff is highest: in developing the most relevant land force capabilities for the joint team.

The AIAP relies on **Prioritization** to implement the SCG through "a focused and operationally relevant program of Army security cooperation that will yield demonstrable, significant benefit toward achieving US security goals." Ultimately, US interests are best served when countries are internally secure, regions are stable, and other Armies are willing and able to contribute effective capabilities to national, regional and international operations.

Drawing from each element of the Department of Defense that defines priorities based on mission, the DoD SCG names countries of emphasis and lists policy goals that support the National Security Strategy. Regional combatant commanders

ARMY INTERNATIONAL ACTIVITIES PLAN

identify theater SC goals and priorities to support operational requirements for the Army in its force provider role.

Concurrently, Army security cooperation priorities respond to Army statutory responsibilities and core competencies. The Army's institutional role in security cooperation is to create conditions that lead to outcomes favorable to US interests.

Our international relationships are a source of strength and influence. We set an example and share our expertise on how to recruit, train, equip and retain career Soldiers and leaders. We conduct exchanges of personnel and information on how to build and organize professional militaries, subordinate to civilian authority, subject to a uniform code of military justice, whose tactics, techniques and procedures reflect mission-appropriate - often harmonized with US - doctrine, whose Armies include a corps of non-commissioned officers, and whose operations are supported by professional engineers and military medical services.

Sustained interaction with foreign Army personnel (NCO to senior leader, in US and foreign schools, during visits and exchanges, or in the course of operations) and units (platoon through corps, in exercises, seminars, and pre-deployment training) is key to honing the Army's ability to lead and to operate effectively in coalition operations. Some partners provide advanced technologies that help equip our future force, and we profit from operational and tactical lessons learned where others have fought, trained or experimented.

The following prioritization scheme applies to the selection of foreign partners for all forms of Army security cooperation. As a general rule, countries of emphasis will take precedence as partners for Army security cooperation activities. Once requirements have been met with the countries of emphasis, other countries can be engaged as resources permit. The pursuit of advanced technologies or materiel solutions is a routine exception that proves the rule for reasons unique to each situation.

Within Army countries of emphasis, priority for routine security cooperation shall be given to those countries that have demonstrated their willingness to support interests held in common with the US. Primary country selection criteria are: (1) operational or logistical support for the Global War On Terrorism; (2) ability and willingness to develop expeditionary capabilities that can augment US capabilities; and (3) availability of advanced technology that supports future force capability requirements. Primary activity or topic selection criteria are: short-term (immediate); near-term (within two years); mid-term (within five years); long-term (beyond five years) and importance of output/outcome to the US (critical; average; minimal).

While operational success in Afghanistan and Iraq is central to our global efforts to defeat terrorists, and defeating narcotics trafficking in Colombia is key to regional stability in the Andean Ridge, organizing, training and equipping Armies in these countries will remain a top Army priority for the foreseeable future. Army Security cooperation activities across the DOTMLPF spectrum are integral to this effort. From these considerations comes this Army macro-level prioritization:

Priority One: CSA support to combatant commanders' plans to support the Armies of Iraq, Afghanistan, and Colombia.

Priority Two: CSA Army-to-Army programs detailed in the AIAP.

ARMY INTERNATIONAL ACTIVITIES PLAN

Note: CSA programs vary to such an extent in terms of funding (OSD, O&M, RDT&E, etc.) and function (materiel/technical to strategic), that a prioritized list of programs would be meaningless. However, HQDA will synchronize and integrate all AIA to attain our goals and objectives.

Supporting Plans:

1. All Army Major Commanders and Component Commanders¹⁰ shall develop supporting plans to the AIAP. Many commands already collect and analyze information on Army Security Cooperation (SC) for Theater Security Cooperation (TSC) strategies.
2. HQDA staff offices with primary responsibility for Army international programs may also produce supporting plans [e.g., armaments cooperation, Military Personnel Exchange Program (MPEP), International Military Education and Training (IMET) etc.].
3. Supporting plans should discuss near to mid term AIAP implementation. Describe how the SC activities you conduct support Army regional objectives and Army capabilities (see Annex B). Rate the effectiveness of AIA relative to the performance indicators described in Annex D, and describe/prioritize the criteria used to achieve that rating. Plans should cover Army international programs listed in Annex A, as well as any SC conducted at a Combatant Command's request or under executive agencies responsibilities.

Assessment is integral to continuous improvement and the Army's ability to adapt to an evolving security environment. The SCG requires the Army to submit an annual assessment of its SC program by the end of each calendar year for the just-ended fiscal year. First and foremost, assessment data supports the allocation of future resources in the Planning, Programming and Budget Execution (PPBE) process.

To meet OSD assessment requirements that apply to Services as of FY 05, personnel who conduct Army international activities (AIA) will enter data into the web-based Army International Activities Knowledge Sharing System (AIKSS) at Army Knowledge Online (www.us.army.mil). HQDA and MACOM international activities managers should review assessment data from the field prior to the due-date to HQDA, (see below). The assessment process, organized around an ends-ways-means structure, is described in the figure below.

The balanced scorecards of the Army's **Strategic Readiness System** (SRS) contain assessment data relating to each of the Army's enduring capabilities. SRS links assessment and resource allocation to ensure that the Army is spending to invest in the most promising capabilities, including those achieved through security cooperation.

¹⁰ Includes ARCENT

ARMY INTERNATIONAL ACTIVITIES PLAN

The **outcome** of security cooperation prioritization and assessment includes:

- Validation of Army international activities (AIA),
- Modification (rationalization, integration, transformation) of AIA,
- Development (new or augmentation) of AIA,
- Suspension or termination of AIA.

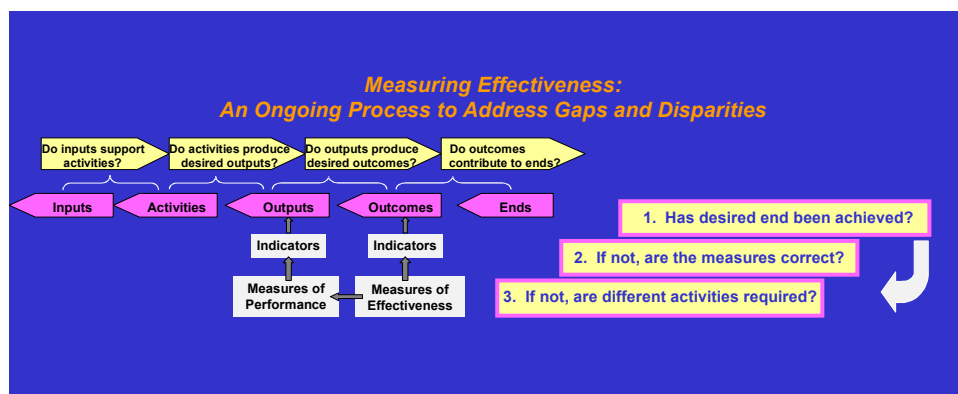


Figure 1: AIA Assessment

The AIKSS includes data fields on points of contact, AIA programs and activities, inputs (funding and personnel) and particularly on outputs and outcomes. AIA action agents will select one or several of the eight goals in Section II supported by their activity, and rank them by priority. Text fields are provided to enter specific accomplishments, successes, or challenges. The AIKSS is searchable and users can save report criteria for repeated use.

Responsibilities for data entry in AIKSS are as follows:

- All Army elements engaged in international activities must report results (outputs and outcomes) annually to HQDA by 15 November.
 - Describe outputs as the immediate products of AIA. Outputs are near-term and may rely on quantitative data, e.g., number of participants graduated from a program, the number of agreements signed or renewed in a fiscal year.
 - Describe outcomes as the consequences of the outputs in terms of AIA goals. Outcomes also recognize the intangible value of AIA that are more subjective, or that have a long-term focus, e.g., the ability of the US government to leverage influential foreign military officers.
- Describe the overall trend of the activity's contribution to its intended objective as improving, steady, or declining.
- Pay special attention to contributions to GWOT and transformation objectives. Articulate contributions in terms of the time span of this plan.

ARMY INTERNATIONAL ACTIVITIES PLAN

V. Coordination of AIAP Implementation

There are three principal mechanisms for coordination: the implementation of the AIAP:

- a. HQDA back-brief conference. HQDA G-35 will conduct an annual Army conference with HQDA staff elements, MACOMs, and Army Service Component Command (ASCC)s. This is an opportunity for horizontal and vertical integration, synchronization and coordination as Army elements engaged in AIA formally present their programs to HQDA and receive briefings on new and emerging strategy.
- b. HQDA coordination visits. International activities personnel from HQDA G-35, and other Army entities, as appropriate, will conduct annual on-site visits to other HQDA staff elements, MACOMs and ASCCs to review and integrate their international programs and provide guidance for future direction. Visits will also include in- and out-briefs with command group representatives. The goal of these visits is to synchronize Army SC guidance and implementation, facilitate feedback to Army senior leaders, and discuss solutions to challenges to success.
- c. Resource discussions. While resources are integral to briefings presented at the annual back-brief conference, Army elements may request to meet with HQDA personnel to solve resource issues in the year of execution or the budget year. HQDA resource assistance, for most SC activities, is normally contingent on demonstrated compliance with the AIAP.

Coordination Requirements:

- a. HQDA back-brief conference. Each command with international contacts is expected to brief. Briefings will include a five-year trend analysis of inputs (resources), total output and output in units appropriate to the activity (e.g., by country), and will define metrics based on performance indicators in the annex to the AIAP. Timeframe for trend analysis is previous fiscal year, current year, and three fiscal years forward.
- b. HQDA coordination visits. Visited commands will provide a detailed briefing on their implementation of the AIAP. It should define how activities are prioritized and assessed. HQDA will provide updates on new and emerging strategic guidance, including regional strategies.
- c. Resource discussions. HQDA G-35 will convene such meetings as required. Depending on the situation and the time of year, commands should provide data to inform Program Objective Memorandum (POM) builds, Budget Estimate Submission (BES) reviews, or Management Decision Execution Package (MDEP) briefings to the Program Evaluation Groups (PEG).

I.E.: Although Army-implemented security assistance programs do not compete for Army TOA, Army priorities and coordination requirements apply per AR 11-31.

ARMY INTERNATIONAL ACTIVITIES PLAN

VI. Measures Of Effectiveness (MOE) Matrix

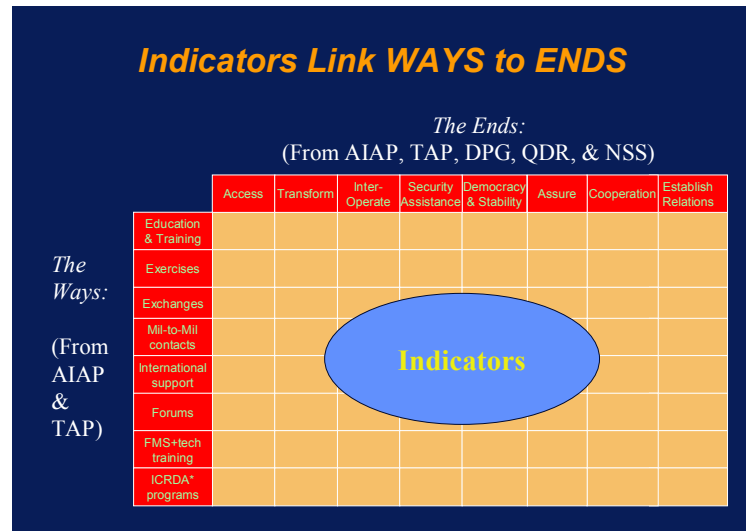


Figure 2: Crosswalk of ends and ways defines areas where metrics apply

*International Cooperative Research Development and Acquisition (ICRDA)

The development of measures of effectiveness begins with identifying the goals (ends) of Army security cooperation, and by defining groups of functionally similar activities (ways). Figure two illustrates the implementation of this concept.

Performance indicators (see annex for complete list) for each box in the matrix above serve as a waypoint between Army objectives and country-specific measures of effectiveness. They show the type of contribution for each group of activities that is important to achieving Army goals, and that should be reflected in annual activity assessments.

VII. New Concepts for Global Security Cooperation

In accordance with SECDEF priority of implementing new concepts for global engagement, this section highlights new or transforming policies, programs and initiatives that impact the way the Army conducts security cooperation in an evolving security environment.

a. Policy

Army International Affairs Policy, AR 11-31

AR 11-31 was last revised by the office of the Deputy Under Secretary of the Army for International Affairs, whose components were realigned in November 2001. The revised AR will provide regulatory authority for all Army international activities, including those for which procedural guidance is contained in other Army regulations.

ARMY INTERNATIONAL ACTIVITIES PLAN

The purpose of updating AR 11-31 is to reflect: (1) the onset of the DoD Security Cooperation Guidance, which contains countries of emphasis and requires the Army to develop an annual implementation plan and subsequent assessment of our security cooperation program for submission to SECDEF; and (2) current responsibilities for Army international activities in the wake of the 2001 Army Re-alignment Task Force.

Army Multinational Force Compatibility (MFC) Policy, AR 34-1

The purpose of a planned rapid action revision of the recently published AR 34-1 is: (1) to further align Army MFC policy with the DoD SCG imperative of narrowing the focus and increasing the operational relevance of security cooperation; (2) to support the Global Peace Operations Initiative; and (3) to increase the pool of trained and ready forces in support of Combatant Command (COCOM) operational requirements. Also, HQDA is developing prototype MFC implementation guidance, to be published in conjunction with the AIAP.

Army MFC Implementation Guidance (per AR 34-1)

As the Army realigns and modernizes its capabilities as prescribed in the Army Campaign Plan, it has much to gain from improving interoperability with our most capable allies, and selectively developing capabilities of potential coalition partners. This guidance will provide country and function-specific guidance on the capabilities to be developed through MFC activities. The first step is the development of a framework that identifies different forms of coalition operational relationships, the attributes of those relationships, and the military operational capabilities that may be required to support each relationship (see Annex E). HQDA will then work with the COCOMs and Army MACOMs to identify country-specific MFC requirements within this framework. Requirements may be defined in terms of improved levels of interoperability with allied and partner country land forces, or assurances by allied and partner countries that specified forces, especially those of special or particular utility and effectiveness, or with special or unique capabilities, will be made available for deployment with and/or participation in, US-led coalition operations. Such forces might include military police/constabulary, forward operating location defense, tactical civil affairs, coalition liaison support, NBC defense and consequence management, engineering, logistics, and public affairs organizations. Additionally, feedback from current operations, obtained from the Center for Army Lessons Learned, may inform the process of developing MFC requirements.

Combat Training Center (CTC) Program, AR 350-50

CSA emphasis is to “train as we fight.” While the procedure for foreign units or individuals to train at CTC is covered in Section 3-1 of AR 350-50 (24 Jan 2003), the goal is to design a training program that benefits the US Army’s joint and expeditionary mindset; augments US Army capabilities; and is representative of real-world operations.

ARMY INTERNATIONAL ACTIVITIES PLAN

International Criminal Court/American Service Members' Protection Act

Army personnel should be aware of the potential impact of the International Criminal Court (ICC) on AIA through the implementation of the American Service Members' Protection Act (ASPA). While the US is not a party to the ICC, the ICC prosecutor could attempt to prosecute US military personnel in certain circumstances under the Rome Statute (the ICC's legal framework). The US has attempted to protect itself from this possibility by entering into "Article 98 agreements." Article 98 of the Rome Statute recognizes the authority of nations to enter into agreements where one nation agrees not to turn over personnel from the other nation to the ICC.

The ASPA prohibits "military assistance," defined exclusively in terms of Title 22 programs, such as foreign military financing, international military education and training, provision of excess defense articles, and defense articles or defense services furnished with foreign military financing to states that are parties to the Rome Statute. The ASPA does not apply to Title 10 security assistance type programs such as Combatant Commander Initiative Funds, Humanitarian and Civic Assistance, Latin American Cooperation Funds, etc.

However, ASPA specifically exempts some allies from this prohibition regardless of their ICC status. Exempted countries include NATO members, major Non-NATO Allies - Israel, Egypt, Australia, New Zealand, South Korea, Japan, Jordan, Argentina, Bahrain, and the Philippines - and Taiwan. Additionally, if an ICC state party has entered into an Article 98 agreement with the US, ASPA allows the President to grant an Article 98 waiver that allows military assistance programs to continue. ASPA also allows the President to grant a "National Interest Waiver" to permit military assistance to ICC state parties. The ASPA prohibition on military assistance to ICC state parties took effect on 1 July 2003.

Army International Cooperative Research, Development and Acquisition Policy, AR 70-41

The current and planned rapid action revisions of AR 70-41 consolidate and redefine International Cooperative Research, Development and Acquisition (ICRDA) policy for the execution of ICRDA agreements, information exchanges and personnel exchanges, as well as for Army participation in international ICRDA forums and programs. In addition responsibilities are restructured to execute ICRDA that supports SC, which will timely promote interoperable allied and friendly capabilities for coalition operations and future force transformation. The revisions also streamline the process for ICRDA agreements development and execution, to include adjustments to and realignment of Army science and technology (S&T) to facilitate the integration SC into the Army's Science and Technology Master Plan.

The Army S&T refocus and reorganization is elaborated in the Army International S&T Strategy (ISTS) and the International S&T Investment (ISTI) strategy, which is based on the International Technology Opportunities List (ITOL). This overarching Army guidance used in conjunction with a Country Capabilities Matrix (CCM) and the international annex to the Army S&T Master Plan (ASTMP) will enable Army to quickly leverage and develop emerging global technology to meet Future Force capabilities. The Assistant Secretary of the Army for Acquisition, Logistics and Technology's (ASAALT's) International Programs Working Group (IPWG) and Army

ARMY INTERNATIONAL ACTIVITIES PLAN

S&T Working Group (ASTWG) oversee the annual development and approval of the ISTS and ISTI.

b. Programs

American British Canadian Australian (ABCA) Program

In FY 03 the VCSA-level ABCA executive steering group members ordered a complete re-design of the ABCA program, in order to better focus on the most urgent needs of coalition operations. The end state in the 2004 ABCA strategic guidance is "to approve specific interoperability objectives for the program in order to allow the capability groups, with the assistance from the support groups, to conduct gap analyses and recommend specific interoperability tasks to be worked." The program stood down temporarily in order to implement the transition and ensure that the new structure provides the best support to the joint and expeditionary mindset that the CSA has described as an organizing principle of his vision for the Army.

CSA Staff Talks Program

VCSA approved the transfer of this program from TRADOC. HQDA will conduct CSA bilateral Staff Talks (ST). Once the hand-off occurs, the ST program will focus on managing the strategic relationship between the US Army and the Armies of selected AIAP countries of emphasis whose relationship with the Army would benefit from such an integration forum. The ST secretariat will integrate other DOTMLPF topics, and will follow up on action items, which may influence subsequent AIAP guidance. TRADOC will continue to conduct training and doctrine-related international activities in support of theater and Army goals.

NATO Standardization Agency (NSA) / Allied Command for Transformation (ACT)

The Army is working in partnership with our NATO allies to develop and implement concepts, doctrines, techniques, and procedures to enhance the operational capabilities of NATO forces, particularly rapid reaction forces, and to assure interoperability among member Armies. Primary focus will be on Command, Control, Communications, Computers, Intelligence, Surveillance and Reconnaissance (C4ISR), strategic mobility, and reducing the logistics footprint. Ensure that the structure of ACT and its relationship with the NSA and Allied Command Operations (ACO) is workable and supportable. Ensure that observations become lessons learned and acted upon, vice just lessons noted and filed. This is to be accomplished through coordination with the Joint Analysis and Lessons Learned Centre (JALLC), ACT's agent to collect lessons learned for NATO operations, and other lessons learned centers.

ARMY INTERNATIONAL ACTIVITIES PLAN

Western Hemisphere Information Exchange (WHIX) Program

The Western Hemisphere Information Exchange (WHIX) Program is an initiative led by the Assistant Secretary of the Army Installations & Environment (ASAI&E) to support Defense Security Cooperation Strategies in the Western Hemisphere (WH). The WHIX Program develops a new capability by leveraging resources and interagency relationships to address key Installation, Environment, Safety, & Occupational Health (ESOH), and Energy management Issues and requirements of common interest between the US and WH countries. The program evaluates existing information exchange or other types of agreements; recommends establishment of new agreements; and develops the requirements and provisions of those agreements, in addition to the opportunities for information exchange, opportunities for testing and deploying new technology development and use. In recognition and support of the WHIX Program, Congress has provided additional funding to conduct RDT&E efforts in support of WHIX and theater security cooperation.

c. Initiatives

Substitution of units for multinational training and exercises

When the primary assigned unit is not available to conduct a security cooperation activity, Army elements should not substitute units to the point where the objectives of the activity are no longer achievable. If the command believes that the activity is worth doing, all possible measures should be taken to alert HQDA at least one year in advance, so that arrangements can be made to assign the right type of unit for the activity. Otherwise, the activity should be re-scheduled to a more appropriate time.

Waiver of 180-day unit tasking rule

HQDA is working to implement a solution to an issue raised by several Army commands, that an Army G-3 requirement to give units 180 days notice for any tasking is hampering their annual security cooperation planning. The 180-day notification policy was intended to maintain unit readiness and provide better predictability by reducing the turbulence caused by short notice taskings to individuals or units down to the battalion or equivalent level. An unintended consequence of the policy is that it forces Army security cooperation (SC) planners to schedule most activities in the last quarter of the fiscal year (FY), because the primary sources of SC funding are annual appropriations that must be completed within the FY. Allocation of funds is often delayed until after the end of the first quarter of the FY due to the PPBE process. Once SC planners receive allocations and determine which activities will be above the cut line, the 180-day notice requirement forces them to schedule most activities in the fourth quarter. Most affected SC activities involve from three to six individuals.

ARMY INTERNATIONAL ACTIVITIES PLAN

Army International S&T Community Integration and Reorganization

Three Army organizations-- the Deputy Assistant Secretary of the Army for Defense Exports and Cooperation (DASADE&C), the Deputy Assistant Secretary of the Army for Research and Technology (DASAR&T), and the Army Materiel Command's Research, Development and Engineering Command (RDECOM)-- constitute the core network of Army international Science and Technology (S&T) activities. They have formed a partnership to ensure that ICRDA S&T activities are properly coordinated, customer driven, focused and streamlined to meet the Army's, and its allies' and coalition partners' most critical S&T requirements. The (DASA (DE&C)) provides policy and process guidance and oversight for ICRDA, to include export control, and security assistance. The DASA (R&T) provides policy and programmatic oversight for all Army domestic and international S&T developments. The RDECOM leverages and integrates ICRDA S&T based on the aforementioned ISTS and ISTI, developed by (DASADE&C), (DASAR&T) and RDECOM with concurrence and approval by the IPWG and ASTWG.

Realignment of Responsibilities for ICRDA Programs

To streamline the execution of ICRDA programs:

- The Defense Research, Development, Test and Evaluation (RDT&E), Information Exchange Program (IEP) (formerly the Defense Data Exchange Program) has been delegated to the Program Executive Office (PEO)s, and AMC's RDECOM's and other Army Material Development (MATDEV) MACOMs' centers, laboratories and institutes.
- ICRDA Memoranda of Understanding (MOUs), Project Agreements/Arrangements (PAs) and Cooperative R&D Loans development, negotiation and approval have been centralized in a single Army organization, DASA(DE&C).
- The Engineers and Scientists Exchange Program and ICRDA related Administrative and Professionals Exchange Program exchanges, and Cooperative Programs Personnel assignments, are being centrally developed and approved at DASA(DE&C).

Realignment of International Technology Centers (ITC): RDECOM is realigning and renaming the R&D Standardization Groups into regional Army ITCs. The purpose of the realignment is to enhance the Army's ability to identify opportunities for cooperation, and to support Multinational Force Compatibility and material interoperability and standardization with allies and coalition partners. This will be accomplished by continuously expanding ITC links with foreign governmental, and non-governmental entities. Using the International Science & Technology Strategy (ISTS) and International Science & Technology Investment (ISTI) strategy, ITCs will develop an implementation strategy to leverage technology in their geographic Area of Responsibility (AOR) and serve as the ABCA US Army Standardization Representative in the United Kingdom, Canada and Australia.

ARMY INTERNATIONAL ACTIVITIES PLAN

ICRDA agreements and activities streamlining

With the creation of a single point of contact for ICRDA agreements and activities at DASA(DE&C) and the delegation of the IEP to the PEOs and MACOMs, the following goals for the implementation of ICRDA agreements and activities have been established:

- MOUs are to be formulated, staffed, negotiated and approved in 12-24 months.
- PAs and Cooperative R&D Loans are to be formulated, staffed, negotiated and approved in 6-9 months.
- Engineering & Scientist Exchange Program (ESEP) and Administrative & Professional Exchange Program (APEP) exchanges, and Cooperative Program Personnel (CPP) assignments are to be formulated, staffed, “negotiated” and approved in 4-8 months.
- IEP annexes are to be formulated, staffed, negotiated, and approved in 3-6 months.

VIII. Annexes

A – Army International Activities (AIA)

B – Army Prioritized Capabilities

C – (Classified) Army Country of Emphasis Guidance

D – Army International Activities (AIA) Performance Indicators

E – Multinational Force Capability (MFC) Planning Concept and Process

ARMY INTERNATIONAL ACTIVITIES PLAN

Annex A: AIA Program Descriptions

The following is a list of the Army International Activities Programs covered by this plan. These programs may include subordinate or ancillary activities not listed here, but whose purpose is subsumed under that of particular programs.

The intent of each entry below is to provide a brief overview that shows

- Which Army International Activities Plan goals and objectives the program supports,
- Which capabilities from The Army Plan the program supports, and
- Which of the eight AIA Categories of Activities (Annex D), or “Ways” the program fits into.

Activity Name	African Contingency Operations Training Assistance (ACOTA)
Description	The goal is to improve the capability of African nations to respond rapidly to resolve sub-regional issues. ACOTA-trained forces enhance African military capabilities to respond to crises in the region.
Authority	
Action Agency	USAREUR
AIA Objective Supported	
<i>Relationships</i>	1B, 2A, 3A, 4C
<i>Capabilities</i>	6A, 7B, 7C
<i>Access</i>	
TAP Capabilities Supported	PC0008, PC1009, PC1034, PC1090, PC1102, PC1226, PC4762, PC5026, PC5288, PC5517
AIA Category/“Ways”	Education and Training
Partner Countries	Benin, Ethiopia, Ghana, Kenya, Malawi, Mali, Senegal
Activity Name	American, British, Canadian, and Australian (ABCA) Armies’ Standardization Program
Description	A quadripartite agreement between the member armies designed to achieve levels of standardization necessary for two or more ABCA Armies to operate effectively together within a coalition...now and into the future. Specifically, the objectives for the ABCA Armies are: to ensure the highest degree of cooperation; achieve the highest degree of interoperability through materiel and non-materiel standardization; and obtain the greatest economy through the combined use of resources and effort.
Authority	BSA '64/AR 34-1
Action Agency	DA G-35-I
AIA Objective Supported	
<i>Relationships</i>	1A, 4A, 4B
<i>Capabilities</i>	5A, 6A, 6B, 7A, 7C
<i>Access</i>	
TAP Capabilities Supported	PC1009, PC1034, PC1102, PC1218
AIA Category/“Ways”	Standing Forums; Military Exercises
Partner Countries	Australia, Canada, United Kingdom, United States
Activity Name	Arms Control & Treaty Verification
Description	Includes intrusive inspections and multinational visits. USAREUR engages through the Conventional Armed Forces in Europe (CFE) treaty with 30 member states, and the Vienna Document 1999, with 54 of the Organization for Security and Cooperation in Europe (OSCE).
Authority	
Action Agency	USAREUR
AIA Objective Supported	
<i>Relationships</i>	1A, 4B, 4D
<i>Capabilities</i>	
<i>Access</i>	
TAP Capabilities Supported	PC1031, PC1034, PC1056, PC1104
AIA Category/“Ways”	International Support Arrangements and Treaty Compliance
Partner Countries	Armenia, Azerbaijan, Belarus, Bulgaria, Georgia, Kazakhstan, Moldova, Poland, Romania, Russia, Slovak Republic, Ukraine
Activity Name	Army-to-Army Staff Talks
Description	Bilateral, army-to-army talks conducted at the general officer level for the purpose of: enhancing the potential for combined force effectiveness through greater bilateral understanding and harmonization of concepts, doctrine, training, operational procedures, and requirements; and promoting bilateral efforts and cooperative materiel development between the US Army and the armies of selected allied and friendly nations. TRADOC is the supporting command for this program.

ARMY INTERNATIONAL ACTIVITIES PLAN

Authority	AR 34-1
Action Agency	HQDA, G35
AIA Objective Supported	
<i>Relationships</i>	1A, 1B, 3A
<i>Capabilities</i>	6A, 7A
<i>Access</i>	
TAP Capabilities Supported	PC1034, PC4749
AIA Category/"Ways"	Standing Forums
Partner Countries	Australia, Brazil, Canada, France, Germany, Israel, Italy, Japan, Korea, Spain, United Kingdom
Activity Name	Administrative and Professionals Exchange Program (APEP)
Description	The APEP is a professional development program that may promote Multinational Force Compatibility (MFC) and International Cooperative Research, Development and Acquisition (ICRDA) by exchanging Army career administrators and professionals in fields such as administration, logistics, finance, legal, planning and quality assurance. These reciprocal assignments take place through the exchange of military and/or civilian management professionals. APEP provides on-site working assignments for foreign personnel in US defense (government) establishments, and for US personnel in foreign defense (government and contractor) establishments. The work assignments provide APEP personnel work experience and knowledge of the organization and management of that defense establishment by performing duties of an assigned Position Description (PD) under the direction of a host supervisor. Each placement takes place under county-specific bilateral master international agreement.
Authority	DoDD 5230.20, AR 70-41
Action Agency	G-3, DASA(DE&C), PEOs, MACOMs
AIA Objective Supported	
<i>Relationships</i>	
<i>Capabilities</i>	
<i>Access</i>	
TAP Capabilities Supported	PC1052, PC1114, PC1177, PC1223, PC1238
AIA Category/"Ways"	MFC Programs; ICRDA Programs
Partner Countries	Germany
Activity Name	Army War College International Fellows Program
Description	An Army War College program that provides opportunities for senior military from allied and friendly countries to study, research, and write on subjects of significance and the security interests of their own and allied nations. It establishes mutual understanding and good working relationships between US and foreign officers.
Authority	AR 10-44, AR 12-15
Action Agency	ASA ALT
AIA Objective Supported	
<i>Relationships</i>	1A, 2A
<i>Capabilities</i>	6A
<i>Access</i>	
TAP Capabilities Supported	PC1034, PC1177
AIA Category/"Ways"	Education and Training
Partner Countries	Australia, Bosnia-Herzegovina, Botswana, Canada, Chile, Colombia, Djibouti, Egypt, El Salvador, Germany, Ghana, Hungary, India, Indonesia, Israel, Italy, Japan, Jordan, Korea, Kuwait, Malaysia, Mali, Mexico, Mongolia, Netherlands, Nepal, Norway, Pakistan, Philippines, Poland, Qatar, Saudi Arabia, Senegal, Slovenia, Spain, Taiwan, Thailand, Turkey, United Arab Emirates, Uganda, Ukraine, United Kingdom
Activity Name	Border Commanders' Conference
Description	A US-MX forum to improve mutual understanding, communications and cooperation between area headquarters on both sides of the US-Mexican border.
Authority	Fifth US Army, FORSCOM
Action Agency	FORSCOM
AIA Objective Supported	
<i>Relationships</i>	2A
<i>Capabilities</i>	6A
<i>Access</i>	
TAP Capabilities Supported	PC1003, PC1034, PC1102, PC1136, PC1226
AIA Category/"Ways"	Standing Forums
Partner Countries	MX
Activity Name	Chaplain Program
Description	Promotes contact with foreign chaplains and religious leaders. Emphasizes human dignity, individual freedoms, inclusion of minority faiths, and the role of the Chaplain in the morale and welfare of the force. Where countries do not have military chaplains, it establishes a linkage between civilian religious institutions and the country's military. Particular emphasis is placed on minority faiths in security cooperation activities.
Authority	
Action Agency	ASCCs
AIA Objective Supported	

ARMY INTERNATIONAL ACTIVITIES PLAN

<i>Relationships</i>	2A
<i>Capabilities</i>	6A
<i>Access</i>	
TAP Capabilities Supported	PC1009, PC1034, PC1139, PC1141, PC1218, PC4388, PC4721
AIA Category/"Ways"	Military-to-Military Contacts
Partner Countries	
Activity Name	Civil-Military Emergency Planning (CMEP)
Description	While there are no geographic restrictions on CMEP, it is currently an annual series of "In the Spirit Of PfP" initiatives with Partnership for Peace (PfP) nations. CMEP focuses minimally resourced applications of US emergency management information (EMI) know-how and the PfP Information Management System (PIMS) for use by evolving civil protection and civil defense structures of OSD-selected "core" nations and their neighbors. Simultaneously, it facilitates the understanding of US concepts and doctrine of military support to civilian authorities in an inter-ministerial and trans-boundary information-sharing environment.
Authority	ASD(ISA) Letter, Jan 1999
Action Agency	DAMO-SS-CMEP
AIA Objective Supported	
<i>Relationships</i>	1A, 1B, 2A, 3A, 4C
<i>Capabilities</i>	7A, 7C
<i>Access</i>	
TAP Capabilities Supported	PC1145, PC5028, PC5549
AIA Category/"Ways"	Military-to-Military Contacts
Partner Countries	Albania, Armenia, Azerbaijan, Belarus, Belgium, Bulgaria, Canada, Czech Republic, Croatia, Denmark, Estonia, Finland, France, Georgia, Germany, Greece, Hungary, Iceland, Italy, Kazakhstan, Kyrgyzstan, Latvia, Lithuania, Luxembourg, Macedonia, Moldova, Netherlands, Norway, Poland, Portugal, Romania, Russia, Slovakia, Slovenia, Spain, Sweden, Tajikistan, Turkey, Turkmenistan, Ukraine, United Kingdom, Uzbekistan
Activity Name	Cooperative Programs Personnel (CPP)
Description	The CPP is a professional assignment program that promotes the work of a bilateral or multilateral cooperative International Cooperative Research, Development and Acquisition (ICRDA) MOU (which may include co-production) by assigning US and foreign personnel with specific skills called for in the MOU to work on-site positions in the MOU's Joint Program Office (JPO) and/or RDA facilities. Such personnel may serve in a variety of positions — from Deputy Program Manager to bench scientist. CPP personnel perform duties described in an assigned Position Description (PD) under the direction of a JPO supervisor. In these positions, CPPs help determine the best means of accomplishing the broader cooperative research, development and acquisition work called for in the MOU. CPP assignments take place under specific ICRDA agreements that call for the establishment of a JPO where a multinational staff manages the ICRDA agreement and/or executes the work under ICRDA agreement.
Authority	DoDD 5230.20, AR 70-41
Action Agency	DASA(DE&C), PEOs, AMC, USACE, MEDCOM, SMDC
AIA Objective Supported	
<i>Relationships</i>	
<i>Capabilities</i>	
<i>Access</i>	
TAP Capabilities Supported	PC1052, PC1114, PC1177, PC1223, PC1238, PC 1242
AIA Category/"Ways"	ICRDA MOUs that specifically for a Joint Programs Office and the assignment of CPPs.
Partner Countries	Sweden, UK
Activity Name	Command and General Staff College International Officer Program
Description	Command and General Staff College program that provides opportunities for selected foreign officers to participate with their US counterparts in the Command and General Staff Officer Course and the School of Advanced Military Studies. It establishes mutual understanding and good working relationships between US and foreign officers.
Authority	AR 12-15
Action Agency	HQDA G3
AIA Objective Supported	
<i>Relationships</i>	1A, 2A
<i>Capabilities</i>	6A
<i>Access</i>	
TAP Capabilities Supported	PC1034, PC1177
AIA Category/"Ways"	
Partner Countries	Between 70 and 80 different countries. This year Iraq is attending for the first time.
Activity Name	(International) Cooperative Research, Development and Acquisition (ICRDA)
Description	ICRDA is a broad range of RDA activities in which the US participates with one or more nations. ICRDA activities promote interoperability and standardization with allies and coalition partners throughout the DoDI 5000.2 Defense Acquisition Management Framework. They range from information and personnel exchanges, to projects and contracts to procure foreign NDI and COTS, to international RDA agreements that either develop technology for military applications, or system components, sub-systems and systems for national or cooperative production. ICRDA programs:

ARMY INTERNATIONAL ACTIVITIES PLAN

	<ul style="list-style-type: none"> Defense Research, Development, Test and Evaluation (RDT&E) Information Exchange Program (IEP) (formerly the Defense Data Exchange Program (DDEP)) Defense Personnel Exchange Program (DPEP), that is, the: <ul style="list-style-type: none"> Administrative and Professionals Exchange Program (APEP). Engineers and Scientists Exchange Program (ESEP). Cooperative Programs Personnel (CPP) assignment program. Foreign Comparative Testing (FCT) program. ICRDA agreements, that is, RDA MOUs, PAs and Cooperative RDT&E Loans. US - Canada Defense Development Sharing Program (DDSP) The Technical Cooperation Program (TTCP). <p>Specifics regarding each of the above programs can be found in this Annex; each program is listed alphabetically.</p>
Authority	AR 70-1, AR 70-41
Action Agency	DASA(DE&C), PEOs, AMC, MEDCOM, SMDC, USACE
AIA Objective Supported	
<i>Relationships</i>	
<i>Capabilities</i>	5A, 6A, 6B, 7A, 7B, 7C, 7D
<i>Access</i>	
TAP Capabilities Supported	PC1034, PC1052, PC1109, PC1114, PC1119, PC1195, PC1201, PC1218, PC1223, PC1238, PC5134
AIA Category/"Ways"	RDA Programs
Partner Countries	Argentina, Australia, Belgium, Brazil, Canada, Chile, Czech Republic, Denmark, Egypt, France, Germany, Greece, Hungary, India, Israel, Italy, Japan, Korea, Lithuania, Netherlands, New Zealand, Norway, Pakistan, Poland, Portugal, Romania, Singapore, , South Africa, Spain, Sweden, Switzerland, Turkey, Ukraine, United Kingdom
Activity Name	Conference of European Armies & Chiefs of Army Staff Talks
Description	Hosted by CG, USAREUR, this annual conference is an opportunity for the Chief of Staff of the Army (CSA) to hold informal discussions with European counterparts, many of whom would not otherwise have such an opportunity to meet with the CSA through formal counterpart visits or self-invited visits.
Authority	
Action Agency	USAREUR
AIA Objective Supported	
<i>Relationships</i>	1B, 4A, 4B
<i>Capabilities</i>	6A, 7A, 7B, 7C
<i>Access</i>	
TAP Capabilities Supported	PC1034, PC1102, PC1218, PC4749
AIA Category/"Ways"	Military-to-Military Contacts
Partner Countries	Austria, Azerbaijan, Belgium, Bulgaria, Canada, Croatia, Czech Republic, Denmark, Estonia, Finland, France, Germany, Greece, Hungary, Ireland, Italy, Latvia, Lithuania, Macedonia, Moldova, Netherlands, Norway, Poland, Portugal, Romania, Russia, Slovakia, Slovenia, Spain, Sweden, Switzerland, Turkey, Ukraine, United Kingdom
Activity Name	CSA Counterpart Visit Program
Description	The CSA hosts visits to the US by counterparts from selected countries (US Army bears the cost). There are normally ten such visits per calendar year. The visits include a ceremonial welcome to HQDA, extensive briefings, and visits to Army installations/activities throughout the US. Each visit is tailored to support Army regional goals and objectives and focus senior leader relationships with key counterparts. This program is the Army's most direct line and best opportunity to influence senior military decision-makers in allied and partner countries.
Authority	AR 37-47
Action Agency	DAMI-FL/DA G-35-R
AIA Objective Supported	
<i>Relationships</i>	1B, 3A, 4A, 4B
<i>Capabilities</i>	6A, 7A
<i>Access</i>	8A
TAP Capabilities Supported	PC1034
AIA Category/"Ways"	Military-to-Military Contacts
Partner Countries	Australia, Brazil, Colombia, Germany, India, Italy, Japan, Korea, Pakistan, Poland, Russia, Singapore, South Africa, Sweden, Turkey
Activity Name	Distinguished Foreign Visits
Description	Senior Army leaders shape the security environment through myriad personal interactions with foreign officials. These events are opportunities to convey the appropriate Army strategic message as well as to support organizational goals and objectives. Commands should coordinate the timing and substance of their leaders' DFV with DAMO-SS, particularly to avoid duplication of effort and to ensure cohesive effects.
Authority	AR 37-47
Action Agency	DAMO-SS/DAMI-FL
AIA Objective Supported	

ARMY INTERNATIONAL ACTIVITIES PLAN

<i>Relationships</i>	1B, 3A, 4A, 4B
<i>Capabilities</i>	6A, 7A
<i>Access</i>	8A
TAP Capabilities Supported	PC1034
AIA Category/"Ways"	Military-to-Military Contacts
Partner Countries	Germany, Ghana, Israel, Jordan, Mexico, Pakistan
Activity Name	CSA Foreign Travel Program
Description	CSA regularly visits counterparts. The agenda for each such visit is tailored to the goals the Army wishes to achieve in the country/region concerned and allows the CSA to personally influence senior foreign decision makers in support of Army goals.
Authority	AR 10-5
Action Agency	DA G-35-R
AIA Objective Supported	
<i>Relationships</i>	1B, 3A, 4A, 4B
<i>Capabilities</i>	5A, 7A
<i>Access</i>	8A
TAP Capabilities Supported	PC1034
AIA Category/"Ways"	Military-to-Military Contacts
Partner Countries	Brazil, Chile, Colombia, Ecuador, France, India, Japan, Korea, Philippines, Poland
Activity Name	CSA Regional Conferences – Pacific Armies Chiefs Conference (PACC)
Description	PACC is a biennial conference of Army chiefs in the PACOM AOR and Canada, co-hosted by CSA and one of his Asia-Pacific counterparts (the same country that hosts the Pacific Armies Management Seminar that year). The inaugural PACC was held in Singapore in 1999, and subsequent PACCs have been held in Malaysia in 2001 and Korea in 2003. PACC allows the CSA and his counterparts to interact socially, hold multilateral and bilateral discussions on regional and other issues, and build Army-to-Army relationships at the most senior level. Russia attended the first PACC but has not attended subsequent conferences.
Authority	AR 37-47
Action Agency	USARPAC
AIA Objective Supported	
<i>Relationships</i>	1B, 3A, 4A, 4B
<i>Capabilities</i>	5A, 7A
<i>Access</i>	8A
TAP Capabilities Supported	PC0002, PC1009, PC1034, PC1109, PC1114, PC1177, PC1218, PC1223, PC1177, PC1237, PC4721, PC5026
AIA Category/"Ways"	Military-to-Military Contacts
Partner Countries	Australia, Bangladesh, Brunei, Canada, China, East Timor, Fiji, India, Indonesia, Japan, Korea, Madagascar, Malaysia, Mongolia, Nepal, New Zealand, Papua New Guinea, Philippines, Singapore, Sri Lanka, Thailand, Tonga, Vietnam Note on partner countries: All the above have actually attended at least one of the PACCs, except China which has been invited to the last two and will be invited to the next. Russia is not listed, since it is no longer on the invitation list. Bhutan was invited to the first two, did not attend, and is no longer on the invitation list.
Activity Name	CSA Regional Conferences – Central Region Chiefs of Army Staff Talks (CR-CAST)
Description	The conferences bring together the CSA and his counterparts for informal discussions specifically tailored to each conference, thus offering an excellent venue for the exchange of ideas and information, as well as the building and nurturing of army-to-army relationships at the most senior level. CR-CAST include the countries of NATO's central regions.
Authority	AR 37-47
Action Agency	DA G-35-R
AIA Objective Supported	
<i>Relationships</i>	1B, 3A, 4A, 4B
<i>Capabilities</i>	5A, 7A
<i>Access</i>	8A
TAP Capabilities Supported	PC0008, PC1034, PC1090, PC1226, PC4749, PC4782, PC5288
AIA Category/"Ways"	Military-to-Military Contacts
Partner Countries	Belgium, Canada, Czech Republic, Denmark, Estonia, France, Germany, Latvia, Lithuania, Luxembourg, Netherlands, Norway, Poland, Slovakia, United Kingdom
Activity Name	CSA Regional Conferences – Southern Region Chiefs of Army Staff Talks (SR-CAST)
Description	The conferences bring together the CSA and his counterparts for informal discussions specifically tailored to each conference, thus offering an excellent venue for the exchange of ideas and information, as well as the building and nurturing of army-to-army relationships at the most senior level. SR-CAST include the countries of NATO's southern regions.
Authority	AR 37-47
Action Agency	DA G-35-R
AIA Objective Supported	
<i>Relationships</i>	1B, 3A, 4A, 4B
<i>Capabilities</i>	5A, 7A

ARMY INTERNATIONAL ACTIVITIES PLAN

<i>Access</i>	8A
TAP Capabilities Supported	PC0008, PC1034, PC1090, PC1226, PC4749, PC4782, PC5288
AIA Category/"Ways"	Military-to-Military Contacts
Partner Countries	Greece, Hungary, Italy, Portugal, Spain, Turkey
Activity Name	CSA Regional Conferences – Conference of American Armies (CAA)
Description	<p>The conferences bring together the CSA and his counterparts for informal discussions specifically tailored to each conference, thus offering an excellent venue for the exchange of ideas and information, as well as the building and nurturing of Army-to-Army relationships at the most senior level.</p> <p>CAA consists of 20 member armies, 5 observer armies, and 2 international organizations. It is organized as a biennial cycle of Specialized Conferences that culminates in a Commanders' Conference of American Armies (CCAA) for Western Hemisphere army commanders to meet and discuss issues of mutual interest. The conference host rotates among member armies and is supported by a Permanent Executive Secretariat of the CAA (PESCAA), which acts as CAA HQ and as administrator of the CAA Website (REDCEA.ORG). The PESCAA host army commander acts as CAA president for that cycle and host of the CCAA. During the CCAA, commanders hold bilateral conversations, approve cooperation accords drafted by their representatives during specialized conferences, and decide on the hosts, topics and schedule for the next biennial cycle. Past topics for Specialized Conferences have been: Civil Affairs, Military Law; Training & Education; Science & Technology; Communications; Logistics; Medicine; Doctrine; and Intelligence.</p>
Authority	AR 37-47
Action Agency	USARSO
AIA Objective Supported	
<i>Relationships</i>	1B, 3A, 4A, 4B
<i>Capabilities</i>	5A, 7A
<i>Access</i>	8A
TAP Capabilities Supported	PC0008, PC1034, PC1090, PC1226, PC4782, PC5288
AIA Category/"Ways"	Military-to-Military Contacts
Partner Countries	Antigua/Barbuda, Argentina, Barbados, Bolivia, Brazil, Canada, Chile, Colombia, Dominican Republic, Ecuador, El Salvador, Guatemala, Guyana, Honduras, Jamaica, Mexico, Nicaragua, Paraguay, Peru, Suriname, Trinidad/Tobago, Uruguay, Venezuela
Activity Name	Defense Environmental Security International Cooperation (DESIC)
Description	DESIC events encourage cooperation on environmental issues. By focusing on a relatively benign issue, such as the environment, the US Army fosters positive working relationships that may spill over into other areas of cooperation. Foreign partners receive direct environmental benefits, and the US demonstrates responsible stewardship of the Earth's resources.
Authority	
Action Agency	ASCCs
AIA Objective Supported	
<i>Relationships</i>	1A, 1B, 3A, 4C
<i>Capabilities</i>	5A, 7A, 7D
<i>Access</i>	
TAP Capabilities Supported	PC1242
AIA Category/"Ways"	Education and Training
Partner Countries	Malaysia, Philippines, Thailand, Vietnam
Activity Name	Defense Research, Development, Test and Evaluation (RDT&E) Information Exchange Program (IEP)
Description	<p>IEP agreements with allied and friendly nations promote cooperative research and development through the exchange of RDT&E information. The exchanges shall support the following objectives to:</p> <ul style="list-style-type: none"> • Explore opportunities for and promote future international RDA cooperation, standardization, and interoperability. • Establish and/or nurture relationships between the technical communities of the USG and the technical communities of other nations (for the future acquisitions and promoting broader defense relationships). • Be aware of developments outside the US in defense and defense-related RDT&E (for future acquisitions). • Learn what other nations are developing (for acquisition and broader defense planning activities). • Impart to partner nations the US vision of the potential impact of information exchanges on various materiel development programs (for acquisition and broader defense planning activities). • Reduce costs by avoiding unnecessary duplication of RDT&E efforts.
Authority	DODI 2015.4/ AR 70-41
Action Agency	DASA(DE&C), PEOs, AMC, USACE, MEDCOM, SMDC
AIA Objective Supported	
<i>Relationships</i>	
<i>Capabilities</i>	5A, 6A, 7A, 7C, 7D
<i>Access</i>	
TAP Capabilities Supported	PC1034, PC1052, PC1109, PC1114, PC1218, PC1223, PC1238

ARMY INTERNATIONAL ACTIVITIES PLAN

AIA Category/"Ways"	RDT&E Programs
Partner Countries	Argentina, Australia, Austria, Belgium, Canada, Czech Republic, Egypt, Finland, France, Germany, Hungary, India, Indonesia, Israel, Italy, Japan, Korea, Netherlands, New Zealand, Norway, Pakistan, Poland, Romania, Singapore, South Africa, Sweden, Switzerland, Turkey, Ukraine, United Kingdom
Activity Name	DOD Regional Defense Counterterrorism Fellowship Program
Description	The Regional Defense Counterterrorism Fellowship Program (CTFP or "CT Fellowship") enables the Department of Defense (DoD) to assist key countries in the war on terrorism by providing training and education to build and support counterterrorism capabilities. The CT Fellowship allows the Secretary to work with countries of critical importance to the war on terrorism - providing counterterrorism education and training that will have a direct impact on the long-term capabilities and capacity of our friends and allies. Specifically, the CT Fellowship program is used to bolster the capacity of friendly foreign nations to detect, monitor, and interdict or disrupt the activities of terrorist networks ranging from weapons trafficking and terrorist related financing to actual operational planning by terror groups.
Authority	Defense Appropriations Act of 2002
Action Agency	ASD SO/LIC, DSCA, TRADOC
AIA Objective Supported	
<i>Relationships</i>	1A, 1B, 2A
<i>Capabilities</i>	6A, 6B, 7A
<i>Access</i>	
TAP Capabilities Supported	PC1009, PC1034, PC1102, PC1177
AIA Category/"Ways"	Education and Training
Partner Countries	Afghanistan, Albania, Algeria, Argentina, Azerbaijan, Bangladesh, Brazil, Cambodia, Chad, Colombia, Ecuador, Ethiopia, Georgia, Hungary, Indonesia, India, Iraq, Jordan, Kazakhstan, Kenya, Kyrgyzstan, Malaysia, Mali, Mauritania, Mexico, Morocco, Niger, Oman, Pakistan, Paraguay, Peru, Philippines, Romania, Russia, Senegal, Sri Lanka, Tajikistan, Tanzania, Thailand, Tunisia, Turkey, Ukraine, Uzbekistan, Yemen
Activity Name	Engineers and Scientists Exchange Program
Description	The ESEP is a professional development program that promotes international cooperation in military research, development, test and evaluation (RDT&E) through the exchange of military and/or government civilian engineers and scientists. The ESEP provides on-site working assignments for foreign personnel in US defense (government) establishments, and for US personnel in foreign defense (government and contractor) establishments. The work assignments provide ESEP personnel work experience and knowledge of the organization and management of that defense establishment by performing duties described in the assigned Position Description (PD) under the direction of a host supervisor. The goal of each ESEP exchange is to promote the development of further ICRDA endeavors, and, thereby, interoperability and standardization between the US and foreign partner. ESEP assignments only take place under a valid master bilateral Memorandum of Understanding (MOU).
Authority	AR 70-41
Action Agency	DASA(DE&C), PEOs, AMC, USACE, MEDCOM, SMDC
AIA Objective Supported	
<i>Relationships</i>	
<i>Capabilities</i>	5A, 6A, 7A, 7D
<i>Access</i>	
TAP Capabilities Supported	PC1052, PC1114, PC1177, PC1223, PC1238, PC1242
AIA Category/"Ways"	RD A Programs
Partner Countries	Australia, , Canada, Egypt, France, Germany, Greece, Israel, Japan, Korea, Netherlands, Norway, Portugal, Singapore, Spain, Sweden, United Kingdom
Activity Name	Exercise-Related Construction (ERC)
Description	Authorized under 10 USC 2805 (PL 97-214), the ERC program includes new construction, conversion of existing facilities (warehouses into exercise operations facility), or restoration of deteriorated facilities. US or host nation engineer troops, construction contracts, or a combination of these methods are used to accomplish projects.
Authority	10 USC 2805
Action Agency	
AIA Objective Supported	
<i>Relationships</i>	1A, 1B, 4C
<i>Capabilities</i>	7A, 7C
<i>Access</i>	8B
TAP Capabilities Supported	PC1009, PC1034, PC1225, PC4626, PC5455, PC5508
AIA Category/"Ways"	Military Exercises
Partner Countries	
Activity Name	Fifth US Army Inter-American Relations Program
Description	The FIARP presents the US military forces in their political and historic context to visiting Mexican officers, so that US Army missions, responsibilities and activities are better understood.
Authority	CDR FORSCOM
Action Agency	Fifth US Army, FORSCOM
AIA Objective Supported	
<i>Relationships</i>	2A

ARMY INTERNATIONAL ACTIVITIES PLAN

<i>Capabilities</i>	6A
<i>Access</i>	
TAP Capabilities Supported	PC1003, PC 1034, PC1177, PC1219
AIA Category/"Ways"	Military-to-Military Contacts
Partner Countries	Mexico
Activity Name	Foreign Area Officer (FAO) In-Country Training (ICT)
Description	FAOs are assigned to a US Embassy for administrative purposes, but undertake independent training. In many countries, the US officer attends a foreign military school (usually) in exchange of a foreign officer at an equivalent US military school. Under the mentorship of the US Army attaché(s) in his country/region, the officer also develops a program of independent study and travel through the region.
Authority	DA Pam 600-3
Action Agency	DAMO-SSF
AIA Objective Supported	
<i>Relationships</i>	1A, 2A
<i>Capabilities</i>	6A, 7C
<i>Access</i>	
TAP Capabilities Supported	PC1009, PC1034, PC1087, PC1114, PC1177, PC1219, PC1226, PC1262, PC4626, PC4721, PC4748, PC4749, PC5026, PC5288
AIA Category/"Ways"	Education and Training
Partner Countries	Argentina, Bolivia, Brazil, Chile, Colombia, Ecuador, Guatemala, Mexico, Peru, Uruguay, Venezuela, El Salvador, Austria, Belgium, Croatia, Czech Republic, France, Germany, Greece, Hungary, Italy, Netherlands, Norway, Poland, Portugal, Romania, Slovakia, Spain, Serbia, Montenegro, Bangladesh, India, Pakistan, Russia, China, Egypt, Jordan, Kuwait, Oman, Morocco, Tunisia, Turkey, Japan, Korea, Indonesia, Malaysia, Philippines, Singapore, Thailand, Vietnam, Botswana, Cameroon, Ethiopia, Ivory Coast, Niger, Senegal, Zimbabwe
Activity Name	Foreign Attachés (Accredited to US Army)
Description	Army program that provides support to the foreign military attachés resident in Washington, DC and accredited to the US Army. The key elements include: official accreditation (in coordination with the Department of State) and farewell of attachés; extension of military privileges based upon reciprocity and existing agreements; execution of the Military Attachés Orientation Trip Program; and execution of two annual receptions that give foreign military attachés access to the senior Army leadership. Additionally, Army Staff officials support foreign attachés in their efforts to nurture and improve relationships between their armies and the US Army. This assistance includes help in obtaining specialized information from the appropriate USG agency, assistance in developing plans for visits by senior foreign army officials and frequent discussions to ensure that both parties are informed and have oversight of current bilateral programs and plans for future activities.
Authority	DODD 5230.20
Action Agency	DAMI-FL
AIA Objective Supported	
<i>Relationships</i>	1A
<i>Capabilities</i>	6A, 7A
<i>Access</i>	8B
TAP Capabilities Supported	PC1003, PC1020, PC1034, PC1114, PC1218, PC1219, PC1226, PC4748, PC4749
AIA Category/"Ways"	Military-to-Military Contacts
Partner Countries	Albania, Algeria, Angola, Argentina, Armenia, Australia, Austria, Azerbaijan, Bahrain, Bangladesh, Belarus, Belgium, Bolivia, Bosnia and Herzegovina, Botswana, Brazil, Bulgaria, Burma, Cameroon, Canada, Central African Republic, Chile, China, Colombia, Cote D'Ivoire, Croatia, Czech Republic, Denmark, Dominican Republic, Ecuador, Egypt, El Salvador, Estonia, Finland, France, Gabon, Georgia, Germany, Ghana, Greece, Guatemala, Guinea, Honduras, Hungary, India, Indonesia, Israel, Italy, Japan, Jordan, Kazakhstan, Kenya, Korea, Latvia, Lebanon, Lithuania, Macedonia, Malaysia, Mexico, Mongolia, Morocco, Nepal, Netherlands, New Zealand, Nicaragua, Niger, Nigeria, Norway, Oman, Pakistan, Paraguay, Peru, Philippines, Poland, Portugal, Qatar, Romania, Russia, Rwanda, Saudi Arabia, Senegal, Serbia and Montenegro, Singapore, Slovakia, Slovenia, South Africa, Spain, Sri Lanka, Sweden, Switzerland, Thailand, Tunisia, Turkey, Ukraine, United Arab Emirates, Uzbekistan, Uganda, Ukraine, United Kingdom, Uruguay, Uzbekistan, Venezuela, Vietnam, Zambia, Zimbabwe
Activity Name	Foreign Comparative Testing (FCT) Program
Description	The FCT program is a test and evaluation (T&E) program of foreign non-developmental items (NDI). The program provides funding for US T&E of conventional NDI of equipment and munitions developed and manufactured for either the commercial or military market. To qualify for FCT, the NDI must have the potential to satisfy a valid Army requirement in a timely and cost-effective manner. Equipment proposed for FCT must also enjoy user support and the Army FCT project proponent must have conducted a thorough market survey and demonstrate a clear intention to procure the item if the testing is successful.
Authority	AR 73-1
Action Agency	RDECOM
AIA Objective Supported	
<i>Relationships</i>	
<i>Capabilities</i>	5A, 6B, 7B, 7D

ARMY INTERNATIONAL ACTIVITIES PLAN

<i>Access</i>	
TAP Capabilities Supported	PC1114, PC1218, PC1223
AIA Category/"Ways"	Materiel Transfer and Technical Training
Partner Countries	Australia, Austria, Belgium, Canada, Denmark, France, Germany, Italy, Israel, Japan, South Korea, Poland, Norway, Singapore, Sweden, Switzerland, Russia, Taiwan, Ukraine, United Kingdom
Activity Name	Foreign Liaison Officer (FLO) Program
Description	<p>An Army program established to facilitate cooperation and mutual understanding between the US Army and armies of allied and friendly nations. A FLO is a foreign government military member or civilian employee, who is authorized by his or her government, and is certified by DA command or agency in connection with programs, projects, or agreements of interest to the governments. The need for these liaisons should be reevaluated periodically.</p> <ul style="list-style-type: none"> US Army personnel are also assigned as liaison officers overseas. Although they continue to work for their sponsoring command, their mission is to identify opportunities for training and mutual collaboration, support expert exchanges, VIP visits, and information exchange across DOTMLPF.
Authority	AR 380-10
Action Agency	DAMI-CDD/ DA G-35-R/MACOM
AIA Objective Supported	
<i>Relationships</i>	
<i>Capabilities</i>	5A, 6A, 6B, 7A, 7B, 7C, 7D
<i>Access</i>	8A
TAP Capabilities Supported	PC1034, PC1087, PC1102, PC1218, PC1262, PC4748, PC 4749
AIA Category/"Ways"	Military-to-Military Contacts
Partner Countries	Argentina, Australia, Brazil, Canada, Chile, Czech Republic, France, Germany, Greece, Israel, Italy, Japan, Korea, Netherlands, Spain, Singapore, Turkey, United Kingdom
Activity Name	Global Peace Operations Initiative
Description	The goal is to improve the capability of nations to respond rapidly to resolve sub-regional issues. Training will enhance military capabilities to respond to crises in the region. Follow-on to the ACOTA program; expanded to include Europe.
Authority	
Action Agency	USAREUR
AIA Objective Supported	
<i>Relationships</i>	1B, 2A, 3A, 3B, 4C
<i>Capabilities</i>	6A, 7A, 7C
<i>Access</i>	
TAP Capabilities Supported	PC0008, PC1009, PC1034, PC1090, PC1102, PC4762, PC5026, PC5288, PC5517
AIA Category/"Ways"	Education and Training
Partner Countries	Bulgaria, Denmark, Morocco, Netherlands, Norway, Oman, Poland, Romania, South Africa, Spain, Sweden, Tunisia, Turkey
Activity Name	Habitual Unit Relationships
Description	Unit-to-unit relationships, such as USAREUR's Project Partnership Program, establish associations between army units. Partnered units conduct bilateral training and professional development through officer and NCO visits and exchanges, small training events, reciprocal unit exchanges, observer status at training events, and social or sporting events.
Authority	USAREUR 350-2
Action Agency	USAREUR/(FORSCOM)
AIA Objective Supported	
<i>Relationships</i>	1A, 1B, 2A, 4C
<i>Capabilities</i>	6A, 7A, 7B, 7C
<i>Access</i>	8A, 8B
TAP Capabilities Supported	PC1034, PC1218
AIA Category/"Ways"	Military-to-Military Contacts
Partner Countries	
Activity Name	Humanitarian Assistance Program – Excess Property
Description	10 U.S.C. 2557 authorizes DoD to donate "excess non-lethal property to non-governmental organizations in foreign countries, as requested through US Embassies. After accepting transfer from DoD, embassies donate the equipment to orphanages, schools and clinics. Property is donated "as is", except for vehicles, which undergo a limited overhaul, and are painted white.
Authority	10 USC 2557
Action Agency	
AIA Objective Supported	
<i>Relationships</i>	1A, 1B, 3A, 4A, 4C, 4D
<i>Capabilities</i>	6A, 6B, 7A, 7C
<i>Access</i>	
TAP Capabilities Supported	PC1009, PC1034, PC1090, PC1218, PC1226, PC4721, PC5026
AIA Category/"Ways"	Materiel Transfer and Technical Training
Partner Countries	

ARMY INTERNATIONAL ACTIVITIES PLAN

Activity Name	Humanitarian Assistance Program – Other
Description	The goal of these programs is to foster goodwill toward the US in general, and specifically the US military by providing a tangible, long-lasting service. Rudimentary construction or renovation projects and disaster management training enhance civil-military operations and relationships. A renovated school or clinic demonstrates American humanitarian concern.
Authority	
Action Agency	
AIA Objective Supported	
<i>Relationships</i>	1A, 1B, 3A, 4A, 4C, 4D
<i>Capabilities</i>	6A, 6B, 7A, 7C
<i>Access</i>	
TAP Capabilities Supported	PC1009, PC1034, PC4721, PC5026, PC5028
AIA Category/"Ways"	Education and Training
Partner Countries	
Activity Name	Humanitarian Demining
Description	Assists host nations to develop the capability to sustain indigenous demining programs (demining, national demining organizations, and mine awareness). Special operations Forces and Explosive Ordnance Disposal personnel support this program using train-the-trainer methods.
Authority	
Action Agency	
AIA Objective Supported	
<i>Relationships</i>	1A, 1B, 3A, 4A, 4C, 4D
<i>Capabilities</i>	6A, 6B, 7A, 7B, 7C
<i>Access</i>	
TAP Capabilities Supported	PC1009, PC1034, PC4618, PC4721, PC5028
AIA Category/"Ways"	Education and Training
Partner Countries	Argentina, Armenia, Azerbaijan, Bosnia, Botswana, Cambodia, Costa Rica, Chad, Djibouti, Ecuador, Egypt, Ethiopia, Eritrea, Estonia, Georgia, Guatemala, Honduras, Jordan, Lebanon, Mauritania, Mozambique, Namibia, Nicaragua, Oman, Peru, Rwanda, Swaziland, Thailand, Vietnam, Yemen, Zambia, Zimbabwe
Activity Name	Humanitarian/Civic Assistance Program (HCA)
Description	Army units deployed to the EUCOM AOR for training, exercises and operations perform HCA as an exercise add-on. Assistance is limited to medical, dental, pediatric and veterinary care to rural populations; construction of rudimentary surface transportation systems; well drilling and construction of basic sanitation facilities; and rudimentary construction/repair of public facilities (hospitals, schools, orphanages).
Authority	
Action Agency	
AIA Objective Supported	
<i>Relationships</i>	1A, 2A, 4C
<i>Capabilities</i>	7A
<i>Access</i>	8B
TAP Capabilities Supported	PC1009, PC1034, PC4721, PC4780, PC4963, PC5028, PC5505
AIA Category/"Ways"	Military Exercises
Partner Countries	Barbados, Belize, Bolivia, Dominica, Dominican Republic, Ecuador, El Salvador, Guatemala, Guyana, Honduras, Jamaica, Nicaragua, Paraguay, Peru, Suriname,
Activity Name	USACE International Activities Program (IAP)
Description	This program is the Army Corps of Engineers' (USACE) reimbursable support program. Customers include other federal agencies, and foreign governments; international organizations; and US firms performing work overseas. Under IAP, the USACE provides management support, quality engineering, environmental, construction management, real estate, research and development, and other related services.
Authority	33 USC 2323a
Action Agency	USACE
AIA Objective Supported	
<i>Relationships</i>	1B, 2A, 3A, 4C, 4D
<i>Capabilities</i>	5A, 6A, 7A, 7B, 7C, 7D
<i>Access</i>	8B
TAP Capabilities Supported	PC1076, PC 1139, PC1145, PC1172, PC1173, PC1213, PC1216, PC1225, PC1258, PC4618, PC4721, PC5545
AIA Category/"Ways"	Military-to-Military Contacts
Partner Countries	
Activity Name	In the Spirit Of the Partnership for Peace (ISO PFP) Exercises
Description	This EUCOM program consists of some 35 JCS-approved, US-funded exercises, conducted throughout the AOR, and directed by the Joint Staff. This program develops warfighting capabilities and interoperability of NATO Partners, and reinforces the concept of civilian control of the military. ISO PFP Exercises do not require NATO approval and do not receive NATO funding.

ARMY INTERNATIONAL ACTIVITIES PLAN

Authority	
Action Agency	USAREUR
AIA Objective Supported	
<i>Relationships</i>	1A, 1B, 2A, 3A
<i>Capabilities</i>	6A, 6B, 7A, 7B, 7C
<i>Access</i>	8A
TAP Capabilities Supported	PC1009, PC1034, PC1103, PC4626
AIA Category/"Ways"	Military Exercises
Partner Countries	Albania, Armenia, Austria, Azerbaijan, Belarus, Belgium, Bulgaria, Canada, Croatia, Czech Republic, Denmark, Estonia, Finland, France, Georgia, Germany, Greece, Hungary, Ireland, Italy, Kazakhstan, Kyrgyzstan, Latvia, Lithuania, Luxembourg, Macedonia, Moldova, Netherlands, Norway, Poland, Portugal, Romania, Russia, Slovakia, Slovenia, South Africa, Spain, Sweden, Switzerland, Tajikistan, Turkey, Turkmenistan, Ukraine, United Kingdom, Uzbekistan
Activity Name	Joint Combined Exchange Program
Description	US Special Forces work with host nation forces to improve basic soldier skills, promote military professionalism, and reinforce the principle of a military that is responsive to a democratically elected, civilian government.
Authority	
Action Agency	USAREUR
AIA Objective Supported	
<i>Relationships</i>	1A, 1B, 2A
<i>Capabilities</i>	6A, 7A, 7B
<i>Access</i>	8A
TAP Capabilities Supported	PC1034, PC1103, PC1114, PC4626
AIA Category/"Ways"	Education and Training
Partner Countries	Belize, Benin, Bolivia, Botswana, Cameroon, Chile, Costa Rica, Djibouti, Dominican Republic, Egypt, El Salvador, Gabon, Ghana, Guinea, Honduras, Kenya, Malawi, Mozambique, Paraguay, Peru, Philippines, Senegal, Seychelles, South Africa, Suriname, Trinidad, Tunisia, Uruguay, Zambia
Activity Name	Joint Contact Team Program (JCTP)
Description	JCTP is a EUCOM-funded program of which over 50% is managed and executed by The Army. Its aim is to help militaries of Eastern and Central Europe, the former Soviet Union and Eurasia to develop into stable, constructive elements of free-market democracies. JCTP is an important venue for the Army National Guard to conduct security cooperation through the State Partnership Program. It includes military-to-military contacts and one-week visits and exchanges with the armed forces of Eastern Europe and Eurasia.
Authority	CDR USEUCOM
Action Agency	DA G-35-R USAREUR/TRADOC
AIA Objective Supported	
<i>Relationships</i>	1B, 2A, C1, D3
<i>Capabilities</i>	6A, 7A, 7B, 7C
<i>Access</i>	8A
TAP Capabilities Supported	PC1009, PC1034, PC1103, PC1218, PC 5026
AIA Category/"Ways"	Military-to-Military Contacts
Partner Countries	Albania, Azerbaijan, Bosnia-Herzegovina, Bulgaria, Croatia, Estonia, Georgia, Latvia, Lithuania, Macedonia, Moldova, Romania, Slovakia, Slovenia, Ukraine
Activity Name	Kermit Roosevelt Lecture Exchange Program
Description	A US Army War College-sponsored speaker exchange program with the UK that provides senior officials from each army to give lectures at senior military schools of the other on their respective missions, doctrine, force structure, and operational concepts, etc.
Authority	AR 37-47
Action Agency	USAWC/DAMI-FL
AIA Objective Supported	
<i>Relationships</i>	1A
<i>Capabilities</i>	6A
<i>Access</i>	
TAP Capabilities Supported	PC1003, PC1034, PC4749
AIA Category/"Ways"	Military-to-Military Contacts
Partner Countries	United Kingdom
Activity Name	Latin America Cooperation (LATAM COOP)
Description	An outgrowth of the special relationship with Latin America after WWII. Major source of funding for Army International Activities in Latin America. Supports Army International Activities Plan (AIAP)
Authority	Title 10, U.S.C. and subsequent DOD appropriations
Action Agency	
AIA Objective Supported	
<i>Relationships</i>	1A
<i>Capabilities</i>	
<i>Access</i>	

ARMY INTERNATIONAL ACTIVITIES PLAN

TAP Capabilities Supported	PC1034
AIA Category/"Ways"	Military-to-Military Contacts
Partner Countries	Latin America
Activity Name	Mark Clark Lecture Exchange
Description	The Mark Clark - Mascarenhas de Moraes Lecturer Exchange Program is a 1981 US Army Chief of Staff (CSA) initiative that commemorates Brazilian-US Army cooperation during World War II. It is named in honor of the Commander of the Fifth US Army in Italy and the Commander of the Brazilian Expeditionary Force. Typically, Brazilian and US Army general officers lecture at each other's command and general staff and war colleges.
Authority	AR 37-47
Action Agency	DA G-35-R
AIA Objective Supported	
<i>Relationships</i>	1A
<i>Capabilities</i>	6A
<i>Access</i>	
TAP Capabilities Supported	PC1003, PC1034, PC4749
AIA Category/"Ways"	Military-to-Military Contacts
Partner Countries	Brazil
Activity Name	The G. C. Marshall European Center for Security Studies
Description	The objective of the academic programs offered at this center in Garmisch, Germany, is to foster development of military institutions in Central Europe and the former Soviet Union that are compatible with democratic processes and civilian control. In addition, a conference center offers opportunities to address issues of regional interest/concern.
Authority	
Action Agency	USAREUR
AIA Objective Supported	
<i>Relationships</i>	1A, 1B, 2A, C1
<i>Capabilities</i>	6A, 7A, 7B, 7C
<i>Access</i>	
TAP Capabilities Supported	PC1003, PC1034, PC1177
AIA Category/"Ways"	Education and Training
Partner Countries	Albania, Belarus, Bosnia-Herzegovina, Bulgaria, Canada, Croatia, Czech Republic, Denmark, Estonia, France, Former Yugoslavian Republic of Macedonia, Georgia, Germany, Greece, Hungary, Italy, Kazakhstan, Kosovo, Kyrgyzstan, Latvia, Lithuania, Moldova, Netherlands, Norway, Poland, Portugal, Romania, Russia, Slovakia, Slovenia, Spain, Sweden, Switzerland, Tajikistan, Turkey, Turkmenistan, Ukraine, United Kingdom, Uzbekistan
Activity Name	Medical Outreach (e.g. MEDFLAG, MEDCAP, MEDCEUR exercises)
Description	Medical assistance is an important aspect of creating goodwill through security cooperation through Army Service Component Commands. MEDFLAG events focus on teaching and training other armies to manage medical disasters and mass casualties. MEDCAP is a series of remote health clinics for indigenous populations. MEDCEURs are medical exercises in Central and Eastern Europe that provide medical training, exchanges of medical information and techniques with host nation medical personnel, and medical humanitarian and civic assistance visits to rural areas.
Authority	
Action Agency	USAREUR
AIA Objective Supported	
<i>Relationships</i>	1B, 2A, 4C
<i>Capabilities</i>	6A, 6B, 7A, 7B, 7C
<i>Access</i>	8A
TAP Capabilities Supported	PC0008, PC1009, PC1034, PC1052, PC1102, PC1103, PC1139, PC1177, PC1226, PC1229, PC4411, PC4626, PC4721, PC4780, PC4963, PC5151, PC5288, PC5505, PC5515
AIA Category/"Ways"	Education and Training
Partner Countries	MEDFLAG - Spain, Morocco, Rwanda, Gabon MEDCEUR - Albania, Bulgaria, Estonia, Georgia, Germany, Lithuania, Moldova, Netherlands, Romania, Turkey and the Ukraine
Activity Name	Military Observer Group Program - US
Description	Provides command authority and administrative support to the US observer contingents to UN or other multinational observer missions for which SECARMY is executive agent. Implements DoD policy regarding personnel, logistics, administration and operations. Recruits personnel for duty as military observers, ensures that they are trained and equipped prior to deployment, and executes command authority during their tenure as observers.
Authority	AR 10-5
Action Agency	FORSCOM
AIA Objective Supported	
<i>Relationships</i>	1A, 1B
<i>Capabilities</i>	6A

ARMY INTERNATIONAL ACTIVITIES PLAN

<i>Access</i>	
TAP Capabilities Supported	PC1102, PC4782, PC5288
AIA Category/"Ways"	International Support Arrangements and Treaty Compliance
Partner Countries	India, Pakistan
Activity Name	Military Personnel Exchange Program (MPEP)
Description	An Army program with the objective of developing closer relationships between the US Army and foreign military services by exchanging officers and senior NCOs of similar qualifications and grades. Exchange personnel achieve this objective by sharing experiences, professional knowledge and doctrine. The program's aims also include: fostering an understanding of and appreciation for the policies and doctrines of each country's armed services; and promoting mutual confidence, understanding and respect.
Authority	AR 614-10
Action Agency	DAMO-SSF
AIA Objective Supported	
<i>Relationships</i>	1A, 1B, 2A
<i>Capabilities</i>	6A
<i>Access</i>	
TAP Capabilities Supported	PC1009, PC1034, PC1087, PC1177
AIA Category/"Ways"	Military-to-Military Exchanges
Partner Countries	Argentina, Australia, Belgium, Brazil, Canada, Colombia, France, Germany, Israel, Italy, Japan, Jordan, Korea, Mexico, Netherlands, Singapore, Sweden, Taiwan, United Kingdom, Venezuela
Activity Name	Multilateral Interoperability Program (MIP)
Description	The MIP seeks to achieve international interoperability of Command and Control Information Systems (C2IS) at all levels from corps to battalion, or lowest appropriate level, in order to support multinational (including NATO), combined and joint operations and the advancement of digitization in the international arena.
Authority	NATO Standardisation Agreement SO 01-11 calls for the implementation of MIP (ATCCIS) specifications.
Action Agency	Ground Combat Command and Control (GCC2)
AIA Objective Supported	
<i>Relationships</i>	
<i>Capabilities</i>	
<i>Access</i>	
TAP Capabilities Supported	
AIA Category/"Ways"	RDT&E
Partner Countries	Australia, Austria, Belgium, Canada, Czech Republic, Denmark, France, Germany, Greece, Finland, Hungary, Italy, Lithuania, Netherlands, Norway, Poland, Portugal, Romania, Slovenia, Spain, Sweden, Turkey, United Kingdom, United States, Regional Headquarters Allied Forces North Europe (RHQ AFNORTH) and Supreme Headquarters Allied Powers Europe (SHAPE) now Allied Command for Transformation (ACT).
Activity Name	Multinational Exercises
Description	A military maneuver or simulated wartime operation between two or more forces or agencies of two or more allies or friends involving planning, preparation, and execution of military operations for the purpose of training and evaluation.
Authority	CBT CDR; Chairman's Joint Exercise Program; Expanded Relations Program
Action Agency	Various G-3
AIA Objective Supported	
<i>Relationships</i>	1A, 1B
<i>Capabilities</i>	6A, 7A, 7B, 7C
<i>Access</i>	8A
TAP Capabilities Supported	PC1009, PC1034, PC1087, PC1102, PC1218, PC4626, PC4749, PC4782
AIA Category/"Ways"	Military Exercises
Partner Countries	
Activity Name	National Guard Bureau State Partnership Program (SPP)
Description	This US National Guard Bureau (NGB) bilateral program specifically ties a state's National Guard and reserve components to a host nation. NGB international initiatives provide opportunities for soldiers to set an example for and learn from other nations and cultures.
Authority	Chief, NGB
Action Agency	NGB-ZI
AIA Objective Supported	
<i>Relationships</i>	1B
<i>Capabilities</i>	6A, 7A, 7B, 7C
<i>Access</i>	8B
TAP Capabilities Supported	PC1009, PC1034, PC1103, PC1109, PC1177, PC4415, PC4748, PC5455

ARMY INTERNATIONAL ACTIVITIES PLAN

AIA Category/"Ways"	Military-to-Military Contacts
Partner Countries	Albania, Armenia, Azerbaijan, Belize, Bolivia, Bosnia, Bulgaria, Croatia, Czech Republic, Dominican Republic, Ecuador, El Salvador, Estonia, Georgia, Guatemala, Guyana, Honduras, Hungary, Jamaica, Kazakhstan, Kyrgyzstan, Latvia, Lithuania, Macedonia, Moldova, Mongolia, Morocco, Nicaragua, Panama, Paraguay, Peru, Philippines, Poland, Romania, Slovakia, Slovenia, South Africa, Tajikistan, Thailand, Turkmenistan, Ukraine, Uruguay, Uzbekistan, Venezuela
Activity Name	NORTH ATLANTIC TREATY ORGANIZATION MILITARY AND CIVIL BUDGET
Description	Established by treaty in 1949, the Army is the Executive Agent for the NATO Military Budget. US influence is maintained through participation in this venue. Activities include: Allied Command Operations, Allied Command Atlantic, NATO regional and sub-regional commands, High and Low Readiness Forces, NATO Reaction Force, multinational organizations, NATO Maintenance and Supply Agency, North Atlantic Treaty Organization Communications and Information Systems Agency (NACISA), NATO Communications and Information Systems Operating and Support Agency (NACOSA), operations and maintenance of the NATO AWACs, and US Army, NATO. Also includes the NATO Civil Budget for the NATO Industrial Advisory Group (NIAG).
Authority	NATO Treaty, 1949; DoD FMR 7000.14R/Volume 11A, Chapter 9 Section 090302A and B
Action Agency	USAREUR
AIA Objective Supported	
<i>Relationships</i>	
<i>Capabilities</i>	
<i>Access</i>	
TAP Capabilities Supported	
AIA Category/"Ways"	Standing Forums
Partner Countries	
Activity Name	NATO Conference of National Armaments Directors (CNAD)
Description	NATO has been the centerpiece of all US defense cooperation since the end of World War II. The CNAD, established by the North Atlantic Council (NAC), is NATO's highest-level allied cooperative materiel development, interoperability and standardization forum. The CNAD is made up of the senior person of each nation responsible for weapons procurement, the National Armament Director (NAD). The CNAD identifies and promotes a major part of NATO's cooperative work undertaken in research, development, production and logistics of materiel for the armed forces of member nations.
Authority	AR 34-1, AR 70-41
Action Agency	ASA ALT
AIA Objective Supported	
<i>Relationships</i>	1A, 3A, 4A, 4B
<i>Capabilities</i>	5A, 6A, 6B, 7A, 7B, 7C, 7D
<i>Access</i>	
TAP Capabilities Supported	PC1034, PC1087, PC1102, PC1119, PC1218, PC1223, PC1262, PC4749
AIA Category/"Ways"	Standing Forums
Partner Countries	Belgium, Canada, Czech Republic, Denmark, France, Germany, Greece, Hungary, Iceland, Italy, Luxembourg, Netherlands, Norway, Poland, Portugal, Spain, Turkey, United Kingdom
Activity Name	NATO Army Armaments Group (NAAG)
Description	The NAAG, a CNAD (see above) Main Armament subgroup, is responsible for collaboration in research, development and production of materiel. It focuses on planning and requirements definition, and discusses the various individual national plans or intentions with the objective that such open discussion will lead to cooperative projects. To do this, the group's members exchange information, facilitate the creation of cooperative projects and monitor those projects. They do not sponsor or fund projects.
Authority	AR 34-1, AR 70-41
Action Agency	ASA ALT
AIA Objective Supported	
<i>Relationships</i>	1A, 3A
<i>Capabilities</i>	5A, 6A, 6B, 7A, 7B, 7C, 7D
<i>Access</i>	
TAP Capabilities Supported	PC1034, PC1087, PC1102, PC1119, PC1218, PC1223, PC1262, PC4749
AIA Category/"Ways"	Standing Forums
Partner Countries	Belgium, Canada, Czech Republic, Denmark, France, Germany, Greece, Hungary, Iceland, Italy, Luxembourg, Netherlands, Norway, Poland, Portugal, Spain, Turkey, United Kingdom
Activity Name	NATO Standardization Agency
Description	A single, integrated body set up by the NAC and responsible to the NATO Standardization Committee for coordinating issues among all fields of standardization. It sets alliance-wide standardization procedures, planning and execution functions, and is responsible for overall administration of standardization agreements (STANAG) and allied publications.

ARMY INTERNATIONAL ACTIVITIES PLAN

Authority	AR 34-1
Action Agency	DA G-35-I
AIA Objective Supported	
<i>Relationships</i>	1A, 3A
<i>Capabilities</i>	5A, 6A, 6B, 7A, 7B, 7C, 7D
<i>Access</i>	
TAP Capabilities Supported	PC1034, PC1087, PC1102, PC1119, PC1218, PC1223, PC1262, PC4749
AIA Category/"Ways"	Standing Forums
Partner Countries	Belgium, Bulgaria, Canada, Czech Republic, Denmark, Estonia, France, Germany, Greece, Hungary, Iceland, Italy, Latvia, Lithuania, Luxembourg, Netherlands, Norway, Poland, Portugal, Romania, Slovakia, Slovenia, Spain, Turkey, United Kingdom
Activity Name	NATO Article V Exercises
Description	NATO schedules and conducts exercises to test members' ability to comply with the mutual defense provisions (Article V) of the Treaty of Washington. The objective is to test, evaluate, and improve the effectiveness of the Allied Command Europe integrated command structure in peace, crisis, or war.
Authority	
Action Agency	
AIA Objective Supported	
<i>Relationships</i>	1A
<i>Capabilities</i>	6A, 6B, 7B, 7C
<i>Access</i>	
TAP Capabilities Supported	PC1009, PC1034, PC1087, PC1102, PC1218, PC4626, PC4749, PC4782
AIA Category/"Ways"	Military Exercises
Partner Countries	Belgium, Canada, Czech Republic, Denmark, France, Germany, Greece, Hungary, Iceland, Italy, Luxembourg, Netherlands, Norway, Poland, Portugal, Spain, Turkey, United Kingdom
Activity Name	NATO Partnership for Peace Exercises (PfP)
Description	The long-term objective of NATO PfP exercises is to develop the capabilities of Partner forces to better operate with those of the North Atlantic Alliance. The short-term objective is to promote the ability of Partner staffs and forces to conduct operations with one or more NATO members.
Authority	
Action Agency	NGB
AIA Objective Supported	
<i>Relationships</i>	1A, 3A, 4C
<i>Capabilities</i>	6A, 6B, 7A, 7B, 7C
<i>Access</i>	
TAP Capabilities Supported	PC1009, PC1034, PC1087, PC1102, PC1218, PC4626, PC4749, PC4782
AIA Category/"Ways"	Military Exercises
Partner Countries	Albania, Armenia, Austria, Azerbaijan, Belarus, Belgium, Bulgaria, Canada, Croatia, Czech Republic, Denmark, Estonia, Finland, France, Georgia, Germany, Greece, Hungary, Iceland, Ireland, Italy, Kazakhstan, Kyrgyzstan, Latvia, Lithuania, Luxembourg, Macedonia, Moldova, Netherlands, Norway, Poland, Portugal, Romania, Russia, Slovakia, Slovenia, Spain, Sweden, Switzerland, Tajikistan, Turkey, Turkmenistan, Ukraine, United Kingdom, Uzbekistan
Activity Name	Pacific Armies Management Seminar (PAMS)
Description	PAMS is USARPAC's premier security cooperation event, conducted annually, co-hosted by CG USARPAC and a senior officer from one of the Asia-Pacific Armies. It brings together senior Asia-Pacific ground force leaders (ranks LTC thru MG) from around the region to participate in seminars built around a common theme, hear speakers from regional Armies, and participate in social activities and athletic events. It is a major opportunity to engage future leaders.
Authority	
Action Agency	
AIA Objective Supported	
<i>Relationships</i>	
<i>Capabilities</i>	
<i>Access</i>	
TAP Capabilities Supported	
AIA Category/"Ways"	
Partner Countries	Australia, Bangladesh, Bhutan, Brunei, Cambodia, Canada, China, Cook Islands, East Timor, Fiji, France, India, Indonesia, Japan, Kiribati, Korea, Madagascar, Malaysia, Maldives, Marshall Islands, Mauritius, Micronesia, Mongolia, Nauru, Nepal, New Zealand, Niue, Pakistan, Palau, Papua New Guinea, Philippines, Russia, Samoa, Singapore, Solomon Islands, Sri Lanka, Thailand, Tonga, Tuvalu, United Kingdom, Vanuatu, Vietnam. Note on partner countries: Burma, Comoros, Laos and North Korea are not invited due to policy concerns.

ARMY INTERNATIONAL ACTIVITIES PLAN

Activity Name	Informational Program
Description	One of the program elements of the DoD Informational Program to enhance the formal training courses and orientation of foreign military trainees and military-sponsored visitors in the US under the Security Assistance Program. The objective of the program is to promote an understanding of US society, institutions, and ideals and the way in which these elements reflect US commitment to basic principles of internationally recognized human rights.
Authority	DODD 5410.17, AR 12-15
Action Agency	DAMI-FL, TRADOC
AIA Objective Supported	
<i>Relationships</i>	1B, 2A
<i>Capabilities</i>	
<i>Access</i>	
TAP Capabilities Supported	PC1009, PC1034, PC1087, PC1177
AIA Category/"Ways"	Education and Training
Partner Countries	Albania, Algeria, Angola, Argentina, Armenia, Australia, Austria, Azerbaijan, Bahrain, Bangladesh, Belarus, Belgium, Bolivia, Bosnia, Botswana, Brazil, Bulgaria, Burma, Cameroon, Canada, Central African Republic, Chile, China, Colombia, Cote D'Ivoire, Croatia, Czech Republic, Denmark, Dominican Republic, Ecuador, Egypt, El Salvador, Estonia, Finland, France, Gabon, Georgia, Germany, Ghana, Greece, Guatemala, Guinea, Honduras, Hungary, India, Indonesia, Israel, Italy, Japan, Jordan, Kazakhstan, Kenya, Korea, Latvia, Lebanon, Lithuania, Macedonia, Malaysia, Mexico, Mongolia, Morocco, Nepal, Netherlands, New Zealand, Nicaragua, Niger, Nigeria, Norway, Oman, Pakistan, Paraguay, Peru, Philippines, Poland, Portugal, Qatar, Romania, Russia, Rwanda, Saudi Arabia, Senegal, Serbia, Singapore, Slovakia, Slovenia, South Africa, Spain, Sri Lanka, Sweden, Switzerland, Thailand, Tunisia, Turkey, United Arab Emirates
Activity Name	Reciprocal Unit Exchange Program
Description	This Army program consists of small unit exchanges with foreign armies on a formal, temporary, and reciprocal basis. Typically, these exchanges are for a specific period of time and normally coincide with selected training events. A formal agreement is reached with the appropriate official of the foreign country governing the exchange with that country. The two units involved – units of the same type within the same type of larger unit – attend the training event in the respective foreign country and then return to their parent unit.
Authority	No governing AR
Action Agency	DAMO-TR
AIA Objective Supported	
<i>Relationships</i>	1A, 2A
<i>Capabilities</i>	6A, 7A
<i>Access</i>	
TAP Capabilities Supported	PC1009, PC1034, PC1102, PC1103, PC1177, PC1218, PC4626, PC4749
AIA Category/"Ways"	Military-to-Military Exchanges
Partner Countries	Australia, Belgium, Canada, Germany, Netherlands, Norway, Portugal, Singapore, United Kingdom, Italy
Activity Name	Reserve Officers Exchange Program (ROEP)
Description	Provide US, UK, and German reserve officers experience associated with their mobilization duties while giving them a personal sense of life in the host nation. At the same time, through briefings and discussions, both nations take the opportunity to address NATO issues from their perspective. The result is a reservist better prepared to deal with mobilization/readiness, and a citizen who returns to the community with a better understanding of the people and policies of a major alliance partner. This program is expanding to include Canada.
Authority	DODD 1215.15
Action Agency	USARC
AIA Objective Supported	
<i>Relationships</i>	1A, 2A
<i>Capabilities</i>	6A, 7A, 7B
<i>Access</i>	
TAP Capabilities Supported	PC1009, PC1034, PC1087, PC1103, PC1177, PC4415, PC4626
AIA Category/"Ways"	Military-to-Military Exchanges
Partner Countries	Germany, United Kingdom
Activity Name	Schools of Other Nations (SON) Program
Description	A CSA program with the objective of developing closer US Army to foreign army relationships by placing US Army board selected officers in foreign command and staff colleges (CSC) and War/National Defense Colleges that have been granted equivalency to either the US Army Command and General Staff College (CGSC) or the US Army War College (AWC).
Authority	
Action Agency	
AIA Objective Supported	
<i>Relationships</i>	
<i>Capabilities</i>	
<i>Access</i>	

ARMY INTERNATIONAL ACTIVITIES PLAN

TAP Capabilities Supported	
AIA Category/"Ways"	Education and Training
Partner Countries	Argentina, Australia, Belgium, Brazil, Canada, France, India, Ireland, Italy, Japan, Korea, Pakistan, Singapore, Spain, Switzerland, United Kingdom
Activity Name	Security Assistance Programs - Foreign Military Sales (FMS)
Description	That portion of US security assistance authorized by the Foreign Assistance Act of 1961, as amended, and the Arms Export Control Act (AECA), as amended. FMS includes government-to-government sale of services, training, and materiel, as identified on a letter of offer and acceptance, to a foreign country or international organization on a reimbursable basis.
Authority	AR 12-1, AR 12-7, AR 12-15
Action Agency	DASA(DE&C), USASAC, TRADOC
AIA Objective Supported	
<i>Relationships</i>	1A, 1B
<i>Capabilities</i>	6A, 6B, 7A
<i>Access</i>	
TAP Capabilities Supported	PC1034, PC1102, PC1218, PC1262, PC4780, PC4782
AIA Category/"Ways"	Materiel Transfer and Technical Training
Partner Countries	Angola, Austria, Belgium, Benin, Botswana, Brunei, Burkina, Canada, Faso, Burundi, Cameroon, Cape Verde, Central African Republic, Chad, Comoros, Cote D'Ivoire, Democratic Republic of Congo, Djibouti, Equatorial Guinea, Eritrea, Ethiopia, Gabon, Gambia, Ghana, Guinea, Guinea-Bissau, Kenya, Lesotho, Liberia, Madagascar, Malawi, Mali, Mauritania, Mauritius, Mozambique, Namibia, Niger, Nigeria, Republic of the Congo, Rwanda, Sao Tome & Principe, Senegal, Seychelles, Sierra Leone, Somalia, South Africa, Sudan, Tanzania, Togo, Uganda, Zambia, Zimbabwe, Australia, Brunei, Burma, Cambodia, China, Cook Islands, East Timor, Fiji, Indonesia, Japan, Korea, Kiribati, Laos, Malaysia, Marshall Islands, Micronesia, Mongolia, New Zealand, Palau, Papua New Guinea, Philippines, Samoa, Singapore, Solomon Islands, Taiwan, Thailand, Tonga, Tuvalu, Vanuatu, Vietnam, Albania, Armenia, Austria, Azerbaijan, Belgium, Bosnia, and Herzegovina, Bulgaria, Canada, Croatia, Czech Republic, Denmark, Estonia, Federal Republic of Yugoslavia, Finland, France, Georgia, Germany, Greece, Hungary, Iceland, Ireland, Italy, Kazakhstan, Kyrgyzstan, Latvia, Luxembourg, Macedonia, Malta, Moldova, Netherlands, Norway, Portland, Romania, Russia, Serbia and Montenegro, Slovakia, Slovenia, Spain, Sweden, Switzerland, Tajikistan, Turkey, Turkmenistan, Ukraine, United Kingdom, Uzbekistan, Algeria, Bahrain, Egypt, Iran, Israel, Jordan, Kuwait, Lebanon, Libya, Morocco, Oman, Qatar, Saudi Arabia, Tunisia, United Arab Emirates, Yemen, Afghanistan, Bangladesh, India, Nepal, Pakistan, Sri Lanka, Antigua & Barbuda, Argentina, Bahamas, Barbados, Belize, Bolivia, Brazil, Chile, Colombia, Costa Rica, Dominica, Dominican Republic, Ecuador, El Salvador, Grenada, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, St. Kitts-Nevis, St. Lucia, St. Vincent & Grenadines, Suriname, Trinidad & Tobago, Uruguay, Venezuela. Finland, Hong Kong, New Zealand, Oman, Qatar, South Africa, Spain, and Sweden
Activity Name	Security Assistance Programs - Foreign Military Financing Grants
Description	These congressional grants enable foreign governments to purchase US defense articles, services and training. Foreign Military Financing may also be used to enhance peacekeeping capabilities, for non-proliferation, anti-terrorism, or demining programs.
Authority	Section 2321j of title 22 U.S.C., AR 12-1
Action Agency	DASA(DE&C), USASAC, TRADOC
AIA Objective Supported	
<i>Relationships</i>	1A, 1B
<i>Capabilities</i>	7A
<i>Access</i>	
TAP Capabilities Supported	PC1009, PC1034, PC1090, PC1218, PC1226, PC4721, PC5026
AIA Category/"Ways"	Materiel Transfer and Technical Training
Partner Countries	Afghanistan, Albania, Antigua, Argentina, Armenia, Azerbaijan, Bahamas, Bahrain, Barbados, Bosnia, Botswana, Bulgaria, Chile, Colombia, Czech Republic, Djibouti, Dominican Republic, Egypt, El Salvador, Estonia, Ethiopia, Georgia, Ghana, Grenada, Guyana, Haiti, Honduras, Hungary, India, Israel, Jamaica, Jordan, Kazakhstan, Kenya, Kyrgyzstan, Latvia, Macedonia, Moldova, Mongolia, Morocco, Nepal, Nicaragua, Nigeria, Oman, Pakistan, Panama, Philippines, Poland, Romania, Senegal, Slovakia, Slovenia, St Kitts, St Lucia, Suriname, Tajikistan, Thailand, Tunisia, Turkey, Ukraine, Uzbekistan, Yemen, East Timor, Eritrea, Lithuania, Malta, Sao Tome & Principe, Turkmenistan, Algeria, Bangladesh, Chad, Cote d'Ivoire, Equatorial Guinea, Guinea, Hong Kong, Iraq, Lithuania, Malawi, Malaysia, Mauritania, Mexico, Seychelles, Sierra Leone, Spain, St. Christopher Sri Lanka, and Uganda.
Activity Name	Security Assistance Programs - International Military Education & Training (IMET)
Description	The IMET program is a low cost, key funding component of US security assistance that provides training on a grant basis to students from allied and friendly nations. The program exposes students to the US professional military establishment and the American way of life, including amongst other things, US regard for democratic values, respect for individual and human rights and belief in the rule of law. Students are also exposed to US military procedures and the manner in which our military functions under civilian control. The overall objective of the program is to further the goal of regional stability through effective, mutually beneficial military-to-military relations which culminate in increased understanding and defense cooperation between the United States and foreign countries. Funding is appropriated from the international activities budget of the Department of State.

ARMY INTERNATIONAL ACTIVITIES PLAN

Authority	AR 12-1
Action Agency	TRADOC
AIA Objective Supported	
<i>Relationships</i>	1A, 1B, 2A
<i>Capabilities</i>	6A, 6B, 7A
<i>Access</i>	
TAP Capabilities Supported	PC1009, PC1034, PC1102, PC1177
AIA Category/"Ways"	Education and Training
Partner Countries	Albania, Antigua, Argentina, Armenia, Azerbaijan, Bahamas, Barbados, Belize, Bosnia, Botswana, Bulgaria, Cameroon, Cape Verde, Central African Republic, Chad, Chile, Colombia, Congo, Czech Republic, Djibouti, Dominica, Dominican Republic, El Salvador, Eritrea, Estonia, Gabon, Gambia, Georgia, Ghana, Greece, Grenada, Guinea, Guyana, Haiti, Honduras, Iraq, Hungary, Jamaica, Kazakhstan, Kenya, Kyrgyzstan, Latvia, Lithuania, Macedonia, Madagascar, Malawi, Mauritania, Mauritius, Mexico, Moldova, Mozambique, Nicaragua, Nigeria, Panama, Paraguay, Poland, Portugal, Romania, Sao Tome, Senegal, Seychelles, Sierra Leone, Slovakia, Slovenia, St Kitts, St Lucia, Suriname, Swaziland, Tajikistan, Togo, Tunisia, Turkey, Turkmenistan, Ukraine, Uzbekistan, Yemen, Zambia, Afghanistan, Algeria, Angola, Bahrain, Bangladesh, Burkina Faso, Burundi, Cambodia, Comoros, Cote d'Ivoire, East Timor, Egypt, Equatorial Guinea, Ethiopia, Fiji, Guinea-Bissau, India, Indonesia, Jordan, Laos, Lebanon, Malaysia, Maldives, Mongolia, Morocco, Nepal, Oman, Pakistan, Papua New Guinea, Philippines, Republic of the Congo, Russia, Rwanda, Samoa, Saudi Arabia, Serbia and Montenegro, Solomon Islands, Sri Lanka, Thailand, Tonga, Uganda, Ukraine, Vanuatu, and Vietnam.
Activity Name	Security Assistance Programs - Expanded International Military Education & Training (EIMET)
Description	The Expanded IMET Program (EIMET) Program is a part of the overall IMET Program, but is different from the traditional IMET Program, which emphasizes military-to-military ties. Expanded IMET trains military and civilian officials, including civilian personnel from non-defense ministries and personnel from the country's legislative branch who are involved in military matters, in managing and administering military establishments and budgets, in promoting civilian control of the military, and in creating and maintaining effective military justice systems and military codes of conduct, in accordance with internationally recognized human rights. Partner Countries would consist of any countries receiving IMET funds that would send students to courses approved for EIMET plus Guatemala and Indonesia, who are approved only for EIMET. The majority of Army EIMET courses are at WHINSEC and the JAG School. The Medical Strategic Leader Course at the AMEDD Center and School is also EIMET.
Authority	AR 12-1
Action Agency	TRADOC
AIA Objective Supported	
<i>Relationships</i>	1A, 1B, 2A
<i>Capabilities</i>	6A, 6B, 7A
<i>Access</i>	
TAP Capabilities Supported	PC1009, PC1034, PC1102, PC1177
AIA Category/"Ways"	Education and Training
Partner Countries	Albania, Antigua, Argentina, Armenia, Azerbaijan, Bahamas, Barbados, Belize, Benin, Bolivia, Bosnia, Botswana, Brazil, Bulgaria, Cameroon, Cape Verde, Central African Republic, Chad, Chile, Colombia, Congo, Costa Rica, Croatia, Czech Republic, Djibouti, Dominica, Dominican Republic, Ecuador, El Salvador, Eritrea, Estonia, Gabon, Gambia, Georgia, Ghana, Greece, Grenada, Guatemala, Guinea, Guyana, Haiti, Honduras, Hungary, Indonesia, Jamaica, Kazakhstan, Kenya, Kyrgyzstan, Latvia, Lesotho, Lithuania, Macedonia, Madagascar, Malawi, Mali, Malta, Mauritania, Mauritius, Mexico, Moldova, Mozambique, Namibia, Nicaragua, Niger, Nigeria, Panama, Paraguay, Peru, Poland, Portugal, Romania, Sao Tome, Senegal, Seychelles, Sierra Leone, Slovakia, Slovenia, South Africa, St Kitts, St Lucia, St Vincent, Suriname, Swaziland, Tajikistan, Tanzania, Togo, Trinidad, Tunisia, Turkey, Turkmenistan, Uruguay, Uzbekistan, Venezuela, Yemen, Zambia
Activity Name	Security Assistance Programs - Loans and Leases of Defense Equipment
Description	The USG may lease defense articles to/from a foreign government or international organization by foreign military sales (FMS) under the AECA (Section 61). Loans and leases may be authorized when it is determined that there are compelling foreign policy and national security reasons for providing/obtaining such articles on a lease, rather than a sales, basis and the articles are not, for the time, needed for public use. Typical leases might provide a defense article for a short period for testing purposes to assist in determining whether to procure the article, or may allow the USG to respond to an urgent foreign requirement when the item must be returned to inventory after a specified term.
Authority	AR 700-131/ AR 12-1/ AR 12-15
Action Agency	DASA(DE&C), USASAC., TRADOC
AIA Objective Supported	
<i>Relationships</i>	1A, 1B
<i>Capabilities</i>	6A, 6B, 7A, 7D
<i>Access</i>	
TAP Capabilities Supported	PC1034, PC1102, PC1114, PC1195, PC1218, PC1223
AIA Category/"Ways"	Materiel Transfer and Technical Training
Partner Countries	Canada, Germany, Italy, United Kingdom

ARMY INTERNATIONAL ACTIVITIES PLAN

Activity Name	Security Assistance Programs - Excess Defense Articles
Description	Defense articles owned by the USG and not procured in anticipation of military assistance or sales requirements, or under a military assistance or sales order. They are in excess of the approved acquisition objective of all DOD components at the time they are dropped from inventory by the supplying agency for delivery to countries or international organizations (section 644(g), Foreign Assistance Act of 1961).
Authority	AR 12-1
Action Agency	DASA(DE&C), USASAC, TRADOC
AIA Objective Supported	
<i>Relationships</i>	1A, 1B, 4C
<i>Capabilities</i>	6A, 6B, 7A
<i>Access</i>	
TAP Capabilities Supported	PC1009, PC1034, PC1090, PC1218, PC1226
AIA Category/"Ways"	Materiel Transfer ,Technical Training and Education and Training
Partner Countries	Afghanistan, Albania, Bahrain, Bosnia, Chile, Colombia, Dominican Republic, Egypt, Georgia, Ghana, Greece, Honduras, Israel, Jordan, Lebanon, Lithuania, Moldova, Morocco, Pakistan, Philippines, Portugal, Senegal, Taiwan, Tunisia, Turkey, Yemen
Activity Name	Senior National Representative (Army) (SNR(A))
Description	Bilateral SNR(A) arrangements establish fora in which US and partner countries' senior acquisition and armaments representatives discuss science and technology, research, development and acquisition, interoperability and other issues of mutual interest. These fora provide senior level Army/Land Forces visibility, and focus on optimizing technology cooperation and innovation among key potential coalition partners. Each SNR(A) is chartered to promote: (1) requirements harmonization; and (2) research, development and acquisition programs/activities. There is also a multilateral (five power) SNR-A with the United Kingdom, France, Germany and Italy.
Authority	AR 34-1, AR 70-41
Action Agency	DASA(DE&C)
AIA Objective Supported	
<i>Relationships</i>	1A
<i>Capabilities</i>	5A, 6A, 6B, 7A, 7B, 7D
<i>Access</i>	
TAP Capabilities Supported	PC1034, PC1052, PC1114, PC1218, PC1223
AIA Category/"Ways"	RDT&E Programs
Partner Countries	Australia, Canada, France, Germany, Italy, Singapore, Sweden, UK
Activity Name	The Technical Cooperation Program (TTCP)
Description	The Technical Cooperation Program (TTCP) is an international organization, which members (see Partner Countries) collaborate in defense scientific and technical information exchange; program harmonization and alignment; and execute cooperative R&D Project Agreements and Loans. The scopes of such agreements encompass basic research, exploratory development and demonstrations of advanced technology development. TTCP also explores alternatives and new concepts prior to the development of specific weapon systems; and evaluates innovative new techniques or equipment in the pursuit of solutions for required military capabilities. TTCP enables each country to plan its military R&D programs with knowledge of the efforts of other nations, avoids unnecessary duplication, ensures that important gaps in technology do not develop, and provides for sharing the expense of costly programs of mutual interest.
Authority	AR 70-41
Action Agency	DASA(DE&C), AMC
AIA Objective Supported	
<i>Relationships</i>	
<i>Capabilities</i>	1A, 2A, 2B, 3A, 3C, 3D
<i>Access</i>	
TAP Capabilities Supported	PC1052, PC1114, PC1218, PC1223
AIA Category/"Ways"	RDT&E Programs
Partner Countries	Australia, Canada, New Zealand, United Kingdom
Activity Name	US Army Attachés Program (Assigned Abroad)
Description	The program trains and assigns US Army officers (normally in the Foreign Area Officer career field) to US Embassies worldwide. The officers obtain language and country/regional knowledge before assignment. While assigned to their attaché positions, they perform the traditional diplomatic and overt intelligence duties. They work closely with the DCS, G-3 desk officers for their respective countries in order to promote bilateral Army-to-Army relations. Activities include: planning for and accompanying senior foreign officials on trips to the US and providing direct planning, execution, and evaluation support to other AIA and initiating changes as appropriate.
Authority	AR 611-60
Action Agency	DAMO-SSF
AIA Objective Supported	
<i>Relationships</i>	1A, 1B, 2A, C1, 2
<i>Capabilities</i>	5A, 6A

ARMY INTERNATIONAL ACTIVITIES PLAN

<i>Access</i>	8A, 8B
TAP Capabilities Supported	PC1003, PC1034, PC1087, PC1102, PC1262, PC4749
AIA Category/"Ways"	Military-to-Military Contacts
Partner Countries	
Activity Name	US-Canada Cross Border Movements
Description	Procedures to be followed by US Army commands and activities (and land movement of other services) in coordinating the temporary movement of land forces between the continental United States and Canada. The CG, US Army Forces Command (FORSCOM) is the approving authority for all requests for cross-border movement by active or reserve components.
Authority	AR 525-16
Action Agency	FORSCOM
AIA Objective Supported	
<i>Relationships</i>	1A
<i>Capabilities</i>	6A
<i>Access</i>	8B
TAP Capabilities Supported	PC1009, PC1034, PC1103, PC1177, PC1218, PC4748, PC5455
AIA Category/"Ways"	Military Exercises
Partner Countries	Canada
Activity Name	US-Canada Defense Development Sharing Program
Description	A cooperative program in defense research and development between the US and Canadian DoD. DDSP objectives are to: make it possible for Canadian firms to perform research and development work undertaken to meet the requirements of the US armed forces; better utilize the industrial scientific and technical resources of both countries in the interest of mutual defense; and make possible the standardization and interchangeability of equipment necessary for the defense of both countries.
Authority	AR 70-41
Action Agency	DASA(DE&C), AMC, USACE, MEDCOM, SMDC
AIA Objective Supported	
<i>Relationships</i>	1A
<i>Capabilities</i>	5A, 6A, 6B, 7A, 7C, 7D
<i>Access</i>	
TAP Capabilities Supported	PC1034, PC1052, PC1114, PC1218, PC1223
AIA Category/"Ways"	RDT&E Programs
Partner Countries	Canada
Activity Name	US-Canada Permanent Joint Board on Defense (PJDB)
Description	The PJDB is the senior consultative bilateral forum on defense matters. It reports to the President of the United States and the Prime Minister of Canada. The G-3 Director, Strategy, Plans and Policy (DAMO-SS) represents The Army at the bi-annual meetings. The Military Cooperation Commission (MCC) reports to the PJDB.
Authority	Ogdensburg Agreement (1940)
Action Agency	DA G-35-R
AIA Objective Supported	
<i>Relationships</i>	1A
<i>Capabilities</i>	6A, 6B, 7A, 7B, 7C, 7D
<i>Access</i>	8B
TAP Capabilities Supported	PC1031, PC1218, PC1237, PC4749
AIA Category/"Ways"	Standing Forums
Partner Countries	Canada
Activity Name	USMA International Cadet Program
Description	To introduce friendly nations to the values which define the US professional military ethic and the role of the military in a democratic society by having their future military leaders trained as cadets at the United States Military Academy.
Authority	
Action Agency	USMA
AIA Objective Supported	
<i>Relationships</i>	1A, 2A, 2B
<i>Capabilities</i>	6A, 7A, 7C
<i>Access</i>	
TAP Capabilities Supported	PC1034, PC1177, PC5408, PC5026
AIA Category/"Ways"	Education and Training; Military-to-Military Contacts; Military-to-Military Personnel Exchanges
Partner Countries	Cameroon, Tunisia, Columbia, El Salvador, Albania, Kyrgyzstan, Lithuania, Romania, Korea, Philippines, Singapore, Sri Lanka, Taiwan, Costa Rica, Ecuador, Nicaragua, St. Lucia, Bulgaria, Croatia, Kazakhstan, Slovenia, South Korea, Egypt, Kuwait, Turkey, Benin

ARMY INTERNATIONAL ACTIVITIES PLAN

Activity Name	USMA Advanced Individual Academic Development (International)
Description	To provide future officers with opportunities to further their education and experience in their chosen academic field in an international, field environment. Simultaneously, these programs join with organizations from other countries to enhance relations and exchange academic viewpoints and expertise. Deployed/forward Army and DOD organizations are frequently beneficiaries of this program.
Authority	
Action Agency	USMA
AIA Objective Supported	
<i>Relationships</i>	1A, 2A, 2B
<i>Capabilities</i>	5A, 6A, 7A, 7B, 7C, 7D
<i>Access</i>	
TAP Capabilities Supported	PC1034, PC1177, PC1052, PC1114, PC1172, PC1145, PC4388, PC5408, PC5508, PC1197
AIA Category/"Ways"	Education and Training; RDT&E Programs; Military-to-military Contact
Partner Countries	Chad, Morocco, Tunisia, France, Germany, Ecuador, Mexico, Brazil, Chile, China, Taiwan, Uzbekistan, Russia, Norway, Belgium, Luxembourg, Australia, Thailand, India, Vietnam, Netherlands, Portugal, Honduras, United Kingdom, Italy, Japan, Spain
Activity Name	USMA Foreign Academy Exchange Program
Description	To promote understanding and goodwill between USMA and foreign service academies by introducing friendly nations to the values which define the US professional military ethic and the role of the military in a democratic society.
Authority	DODD 1322.22
Action Agency	USMA
AIA Objective Supported	
<i>Relationships</i>	1A, 2A
<i>Capabilities</i>	6A, 7A, 7C
<i>Access</i>	
TAP Capabilities Supported	PC1034, PC1177
AIA Category/"Ways"	Education and Training
Partner Countries	Argentina, Bolivia, Brazil, Chile, Colombia, Ecuador, El Salvador, Guatemala, Honduras, Kyrgyzstan, Mexico, Moldova, Nicaragua, Paraguay, Peru, Uruguay, Egypt, Jordan, Tunisia, Japan, China, Korea, Austria, Belgium, France, Germany, Greece, Netherlands, Portugal, Russia, Spain, Turkey, Ukraine, Uzbekistan, Dominican Republic, Venezuela, South Africa
Activity Name	US Army Sergeants Major Academy International
Description	Sergeants Major Academy course that provides opportunities for foreign master sergeants and sergeants major to participate with their US counterparts to prepare for positions of responsibility throughout the defense establishment. It establishes mutual understanding and good working relationships between US and foreign senior NCOs.
Authority	AR 12-15
Action Agency	HQDA G3
AIA Objective Supported	
<i>Relationships</i>	1A, 2A
<i>Capabilities</i>	6A
<i>Access</i>	
TAP Capabilities Supported	PC1034, PC1177
AIA Category/"Ways"	
Partner Countries	
Activity Name	Western Hemisphere Information Exchange (WHIX) Program
Description	The Western Hemisphere Information Exchange (WHIX) Program is an initiative led by the US Army to support Defense Security Cooperation Strategies. WHIX facilitates information exchange in the areas of Installations, Environment, Safety, and Occupational Health (ESOH), and Energy Management between the US and the Western Hemisphere militaries. A congressional add for research, development, test and evaluation was approved in support of the WHIX initiative.
Authority	P.L. 108-87
Action Agency	OASA-IE
AIA Objective Supported	
<i>Relationships</i>	1A, 1B, 2A, 2B, 4C
<i>Capabilities</i>	6A, 6B, 7A, 7C
<i>Access</i>	
TAP Capabilities Supported	PC1109, PC1223, PC1242, PC4749, PC5543, PC5547
AIA Category/"Ways"	Military-to-Military Contacts
Partner Countries	Antigua & Barbuda, Argentina, Bahamas, Barbados, Belize, Bolivia, Brazil, Canada, Chile, Colombia, Costa Rica, Cuba, Dominica, Dominican Republic, Ecuador, El Salvador, Grenada, Guatemala, Guyana, Haiti, Honduras, Jamaica, Mexico, Nicaragua, Panama, Paraguay, Peru, Saint Kitts and Nevis, Saint Lucia, Saint Vincent and the Grenadines, Suriname, Trinidad and Tobago, Uruguay, Venezuela.

ARMY INTERNATIONAL ACTIVITIES PLAN

Activity Name	Western Hemisphere Institute for Security Cooperation (WHINSEC)
Description	A Congressionally-authorized DoD education and training institute, located at Fort Benning, Georgia, under the executive agency of the Army. WHINSEC provides professional education and training to eligible personnel of western hemisphere nations within the context of the principles set forth in the charter of the Organization of American States (OAS). The institute helps prepare mid-level military and civilian agency personnel to meet the challenges of confronting new transnational threats to this region. The institute offers courses from non-commissioned officer to the Command and General Staff Course, which is MEL-4 approved by the Army's Combined Arms Center. Over 900 students from more than 20 nations attend courses ranging from 2 weeks to 49 weeks. Over 20 US military officers attend this course annually.
Authority	PL 106-398 10 USC 911 ¶2166
Action Agency	TRADOC
AIA Objective Supported	
<i>Relationships</i>	1A, 1B, 2A, C1
<i>Capabilities</i>	6A, 7A
<i>Access</i>	
TAP Capabilities Supported	PC1177, PC5026
AIA Category/"Ways"	Education and Training
Partner Countries	Argentina, Bolivia, Canada, Chile, Colombia, Costa Rica, Dominican Republic, Ecuador, El Salvador, Guatemala, Honduras, Mexico, Nicaragua, Panama, Paraguay, Peru, Uruguay, Venezuela

ARMY INTERNATIONAL ACTIVITIES PLAN

Annex B: TAP Capabilities Ordered by Priority and Capability Code

The Army Plan 2006-2023 (TAP) defines, in priority order, six Strategic Objectives. These are, in priority order

1. Prompt Response (PRR)
2. Forcible Entry Operations (FEO)
3. Sustained Land Dominance (SLD)
4. Support Civil Authorities (SCA)
5. Shape the Security Environment (SSE)
6. Mobilize the Army (MTA)

TAP further lists, for each strategic objective, four to six tasks that must be accomplished in order to attain that objective. The TAP then lists 146 capabilities that the Army must have in order to be able to perform the tasks it must perform to attain its six Strategic Objectives. The tasks are unique; however, a given capability may serve to accomplish more than one task.

The intent of this TAP analysis is to identify capabilities the Army needs so that resources can be obtained and allocated to gain/maintain those capabilities. TAP, in order to further inform those who obtain and allocate resources, prioritizes the 146 capabilities. This annex, in the tables below, displays the TAP capabilities and which strategic objective(s) they support. In Table B-1 they are presented in the order of priority set by the TAP to show planners of international activities which capabilities their international activities should acquire, nurture, maintain or sustain and to support command selection and prioritization of planners' proposals.

In Table B-2 the capabilities are shown in capability code order to facilitate cross-referencing with TAP capabilities listed with each Army international activity listed in Annex A.

In both tables

- Column 1 is the code used to identify each capability in The Army Plan,
- Column 2 is a text description of each capability,
- Column 3 is the priority the TAP assigns to the capability, and
- Column 4 shows which Army Strategic Objective each capability supports.

ARMY INTERNATIONAL ACTIVITIES PLAN

Table B-1: TAP Capabilities Ordered by Priority

Capability Code	Capability Definition	Sequence Number	Army Strategic Objectives Supported					
			PRR	FEO	SLD	SCA	SSE	MTA
PC1033	Army force structure sufficient to swiftly defeat aggression in overlapping major conflicts while preserving for the President the option to call for a decisive victory in one of those conflicts.	1	X					
PC0002	Counterterrorism activities conducted to prevent, deter, and respond to terrorist activities.	2	X		X	X		
PC4831	Offensive operations seek to seize, retain, and exploit the initiative to defeat the enemy decisively	3		X	X			
PC5538	Develop and implement an integrated intelligence surveillance and reconnaissance architecture (ground-, air-, and space-based) to enhance the common operational picture, situational awareness/understanding, and actionable intelligence to enable the Army to get within the enemy's decision cycle.	4	X	X	X		X	
PC4608	Critical Infrastructure Protection for the US and its territories against missile attack.	5				X		
PC0010	Defensive operations conducted to defeat an enemy attack, buy time, economize forces, or develop conditions favorable for offensive operations.	6			X			
PC4819	Rapid intratheater deployment, employment, and redeployment of Army forces within the theater of operations.	7	X					
PC1101	An integrated information network providing situational awareness that supports warfighting systems and provides efficient information management support (Battle Command) for combat and peacetime operations.	8	X	X	X			
PC1216	Rapidly project CONUS-based or forward stationed (OCONUS) forces in support of President and the Secretary of Defense.	9	X				X	
PC1201	Full spectrum countermeasures to chemical, biological, radiological, nuclear, and enhanced high explosive (CBRNE) threats to enable operations and provide force protection.	10	X	X	X		X	
PC4828	Airborne, Amphibious, Air Assault, or Special Operations conducted in support of operations.	11		X	X			
PC1237	Intelligence means to detect, locate, and track international terrorist activities and groups as well as drug traffickers which may pose a threat to US personnel, equipment, facilities, or interests.	12	X			X	X	
PC4682	Forces that transition from deployment to battle field formations.	13	X					
PC4833	Indirect fire support provided to maneuver forces.	14		X	X			
PC4341	Full spectrum installation Force Protection against asymmetric threats to protect the power projection platform.	15	X					X
PC1097	Information technology systems integrated with joint systems to enhance information sharing.	16	X	X	X			
PC1226	Lines of communications maintained in a theater of operations to support operations.	17	X		X			
PC4709	Maintenance, recovery, and CL IX repair to joint forces in a theater of operations.	18	X		X			
PC1195	Combat systems that achieve combat overmatch.	19						
PC1010	Ability to sustain forces through multiple nodes and modes.	20	X	X	X			
PC1076	Equipment and systems necessary to perform transportation and distribution functions in support of strategic deployment	21	X		X			

ARMY INTERNATIONAL ACTIVITIES PLAN

Capability Code	Capability Definition	Sequence Number	Army Strategic Objectives Supported					
			PRR	FEO	SLD	SCA	SSE	MTA
PC4411	Doctrine developed to support Army, Joint, and Multinational Tactics, Techniques, and Procedures (TTP) for Multiple Mission Scenarios.	22	X					
PC4758	Counter mobility and survivability conducted.	23	X	X	X			
PC5159	Mission-essential military and commercial terrestrial and space-based systems in support of Combatant Commanders.	24	X	X	X			
PC5545*	Provide support to joint and coalition forces in infrastructure construction or reconstruction, in furtherance of US national interests.	25				X	X	
PC5116	Installations protected against espionage and sabotage.	26	X			X		
PC0008	Stability operations conducted in support of operational plans.	27					X	
PC5516	Mobility support to the commander to guarantee the ability to maneuver where and when he desires without interruption or delay to achieve his intent.	28	X	X	X			
PC1174	Precision Munitions that support close in (Division and Below) fire support systems.	29	X	X	X			
PC1219	Conduct information operations (IO)	30			X			
PC5541*	Identify and apply full-spectrum CBRN countermeasures based on well defined, science-based, impact assessment of threats. Rationale, Provides the utmost protection to the force.	31	X					
PC4667	Space-based communications systems supporting deployed forces.	32	X	X	X			
PC1104	Weapons of Mass Destruction detected, located, and tracked.	33	X	X		X	X	
PC4832	Ability to conduct unconventional warfare in support of National Command Authorities and Combatant Commanders objectives.	34	X	X	X		X	
PC1095	Electronic warfare systems supporting theater operations.	35		X	X			
PC5234	Psychological Operations (PSYOP) in support to Combatant Commanders.	36		X	X		X	
PC4388	Mission facilities enabling base operations (BASOPS) support to Army units.	37	X		X			X
PC1100	Quality, cost effective accessions programs designed to recruit, retain, and train initial entry officers and enlisted Soldiers with the Warrior Ethos.	38						X
PC1213	Water purification, storage, and distribution systems to provide essential water needs and enhance sanitation.	39			X			
PC1052	Military research and development conducted to counter asymmetric threats.	40				X	X	
PC5529	Space surveillance and assessment supporting deployed forces.	41			X			
PC1218	Interoperability of equipment and systems with joint and combined forces for a reduced logistical burden and more effective operations.	42	X	X	X			
PC1102	Coalition and multinational operations conducted in support of National Command Authorities objectives.	43		X	X			

ARMY INTERNATIONAL ACTIVITIES PLAN

Capability Code	Capability Definition	Sequence Number	Army Strategic Objectives Supported					
			PRR	FEO	SLD	SCA	SSE	MTA
PC4502	Human Intel (HUMINT), Counter Intel (CI), Signal Intel (SIGINT), Measurement & Signature Intel (MASINT), Open Source Intel (OSINT) & Imagery Intel (IMINT) integrated collection structure to acquire info in time for command operational response.	44	X	X	X		X	
PC1225	Ports of debarkation (PODs) expansion to support operations.	45	X	X				
PC5408	Forward deployed forces in support of Combatant Commanders Theater Security Cooperation Plan (TSCP).	46	X				X	
PC5520	A knowledge based force with access to universal and secure Army knowledge across the enterprise, including every echelon from sustaining base to forward deployed forces as part of Joint, Multinational and inter-agency operations.	47			X			
PC1013	Ability to shelter forces deployed.	48			X			
PC1239	Targets attacked at the Operational depth of the battlefield to delay, disrupt and destroy enemy operational forces.	49			X			
PC4574	Real-time detection and identification of chemical warfare agents to allow for timely implementation of defensive measures.	50	X		X	X		
PC0003	Consequence management support to domestic civil authorities for weapons of mass destruction incidents in order to manage and mitigate problems.	51				X		
PC1173	Power projection installations and infrastructure supporting the rapid deployment and strategic movement of forces and cargo.	52	X				X	X
PC1119	Integrated logistics automation system which enhances the warfighter's ability to accomplish their mission	53	X		X	X	X	
PC1197	Special skills and functional training for officers, NCOs and enlisted personnel.	54						X
PC5134	Weapons of Mass Destruction (WMD) Force Protection Technologies providing improved NBC warning and reporting capabilities.	55	X		X	X	X	
PC1172	Ability to sustain field services	56			X			
PC1009	A joint and multinational training and exercise program that supports Combatant Commanders requirements.	57	X		X		X	X
PC1136	Military assistance supporting civil law enforcement.	58				X		
PC1019	A strategic reserve and stockpile of preferred ammunition to support operational and training requirements.	59	X		X		X	
PC5508	Technical engineering support to deployed forces, US agencies, private firms, other countries, and international organizations.	60	X	X	X	X	X	
PC5455	Training and education infrastructure, staffing, and automation support sufficient to support Active and Reserve Component forces	61	X		X		X	X
PC4762	Noncombatant evacuation operations conducted to protect life.	62				X	X	
PC1141	Morale, welfare, recreation, and Army community activities to enhance quality of life for soldiers, their families, and the civilian workforce.	63					X	
PC5546*	Morale, welfare, recreation kits, internet, email capability, postal services, NAF construction, and R&R programs when and where feasible during deployments in overseas (and remote) locations to enhance troop morale and readiness.	64			X			

ARMY INTERNATIONAL ACTIVITIES PLAN

Capability Code	Capability Definition	Sequence Number	Army Strategic Objectives Supported					
			PRR	FEO	SLD	SCA	SSE	MTA
PC5547*	Location and quantity of Army infrastructure to support national military strategy.	65	X	X			X	X
PC5548*	Installations and garrison support to commanders to carry out mission operations.	66					X	X
PC5549*	Communications and Tasks/Techniques/Procedures for interoperability with US domestic/State-level emergency response agencies.	67				X		
PC4721	PC4721: Civil Affairs (CA) ,Civil Military Operations (CMO), MP host nation prisoner control, re-establishment of law and order/judicial systems, legal systems, local law enforcement systems to support peace keeping or regime changes in support of the Combatant Commanders	68			X		X	
PC1041	Unit readiness assessment, identify and correct deficiencies (training, manning, equipping) and validate for deployment.	69			X			X
PC4782	Peace operations conducted alone or as part of a multinational force in support of Combatant Commanders requirements.	70					X	
PC4780	Foreign disaster relief support including medical, supply, engineering, and transportation in order to mitigate the effects of natural or manmade disasters.	71				X	X	
PC4963	Essential health services maintained and/or expanded.	72						X
PC1227	Law enforcement and prisoner control provided in a theater of operations.	73			X			
PC5519	Develop and maintain a current, relevant global intelligence picture capable of providing immediate support to rapid decision making at the national and strategic level.	74					X	
PC4321	Recovery, identification, and return of US remains.	75			X			
PC1223	Research and development (R&D) and science and technology (S&T) programs focused on leap-ahead technologies which support the future readiness.	76					X	
PC1114	Existing allied and other international capabilities and exchange mechanisms monitored to access cutting edge technologies.	77					X	
PC4702	Identification, selection, and prioritization of opposing land, sea, air, and space targets by Army assets.	78		X				
PC1251	Conventional force protection technologies in support of Army assets.	79	X	X	X			
PC4415	Reserve Component forces ready within JSCP Timelines.	80						X
PC1188	Facilities and routes rapidly improved in support of operations.	81	X	X	X			
PC1025	Ability to rapidly deliver, by air , personnel and material far forward on the battlefield.	82			X			
PC1029	An inland bulk fuel storage and distribution system supporting US, joint, and Allied Forces in theaters of operation.	83			X			
PC1099	Infrastructure required for receiving, storing, issuing, and caring for supplies in storage (COSIS) in support of operations, prepositioning, and training.	84	X		X		X	
PC4834	Enemy forces interdicted before they come in contact with friendly forces.	85		X	X			

ARMY INTERNATIONAL ACTIVITIES PLAN

Capability Code	Capability Definition	Sequence Number	Army Strategic Objectives Supported					
			PRR	FEO	SLD	SCA	SSE	MTA
PC5540*	Medical doctrine, training, leader development, organizations, material, personnel and facilities products tailored to support the deploying force. PC5505 should read as such throughout the entire document.	86	X					
PC1050	Organization and architecture providing Computer Network Defense (CND) to protect and defend information and information systems.	87	X		X			
PC1229	Preventive medicine programs to reduce loss of personnel.	88	X		X	X		
PC4427	Weapons of Mass Destruction (WMD) Force Protection Technologies to provide improved protection, decontamination, and treatment.	89	X		X			
PC1032	Spectrum access systems and architecture that protect access to the electromagnet spectrum in support of world-wide Army operations.	90	X	X	X			
PC4749	Information sharing with Coalition forces in support of operations.	91	X				X	
PC5151	Casualty operations activities conducted in support civil and military authorities.	92	X		X			
PC1189	Existing CA, CS, and CSS systems recapitalized.	93			X			X
PC1254	Direct action (lethal/non-lethal) on WMD facilities, stockpiles, and infrastructure in support of warfighting Combatant Commanders.	94	X		X		X	
PC1012	Health service support to mobilizing forces.	95						
PC1145	Support to non-governmental organizations (NGO)/private voluntary organizations (PVO) in order to mitigate the effects of natural disasters and asymmetric attacks.	96				X		
PC1007	A force deployment management system that interface with joint systems to enable worldwide strategic deployment and redeployment of Army forces.	97	X	X			X	X
PC5505	Medical products, doctrine training, organizations, material and facilities tailored to support the deploying force.	98	X		X			
PC1265	Network management automated at Theater through Division level.	99	X					
PC5382	Disaster Control Measures to minimize effects and initiate recovery.	100				X		
PC4363	Installation Information Infrastructure Architecture (I3A) providing reachback capabilities for deployed units.	101	X		X		X	X
PC1238	Non-lethal means of attack in support of current operations and the Combatant Commanders Theater Security Cooperation Plan (TSCP).	102	X	X	X			
PC1177	Professional education and training for professional development of military and civilian personnel.	103	X		X		X	X
PC4729	Provide C4I, forces, equipment and procedures to Maintain Operational Information and Forces Status (Ref OP 5.1.4).	104	X	X	X	X		

ARMY INTERNATIONAL ACTIVITIES PLAN

Capability Code	Capability Definition	Sequence Number	Army Strategic Objectives Supported					
			PRR	FEO	SLD	SCA	SSE	MTA
PC4572	Laboratory facilities capable of analyzing chemical surety materials, foreign chemical warfare agents and all precursors and degradation by-products, and hazardous industrial chemicals, in support of Army activities.	105				X		
PC5288	Ability to direct indigenous or surrogate forces in support of NATIONAL COMMAND AUTHORITIES or Combatant Commanders objectives.	106	X		X		X	
PC4414	Active and Reserve Component Personnel Endstrength Programs supporting AC/RC integration.	107						X
PC4784	Heavy equipment transportation systems to move heavy equipment (e.g. tanks and Infantry fighting vehicles) from staging areas to tactical assembly areas throughout the AOR.	108	X		X			
PC5543*	Ability to identify, react to, and/or eliminate environmental consequences or implications of actions and legitimate regulatory restrictions on operational methods and mission accomplishment.	109		X	X	X	X	
PC5544*	Conduct Safety Risk Assessment and management in support of operations and training.	110		X	X			
PC4418	War reserve stocks of ammunition to support and sustain operations.	111			X			
PC1208	Test, measurement, and diagnostic equipment that quickly isolates electronic faults in weapon systems and allows their rapid return to the battlefield.	112			X			
PC1020	A strategic reserve of prepositioned major end items and other materiel to support rapid force projection and replace battle consumable items and battle losses.	113	X		X		X	
PC4703	Identify and assess target damage and requirements for re-attack.	114			X			
PC0004	Health services support to federal agencies and state governments in order to minimize effects of natural disaster.	115				X		
PC5539*	Pre and post deployment health assessment system for discovering and documenting soldier health issues attributable to deployment operations.	116	X					
PC5515	Provide medical personnel trained in advanced techniques, procedures, and concepts to counter potential asymmetric threats.	117				X		
PC4690	Aerospace defense in support of operations.	118		X	X			
PC4748	C4I, forces, and procedures to Coordinate Host Nation Support.	119	X		X	X	X	
PC1031	Ability to reduce the vulnerability of individuals and property to terrorist acts	120	X			X	X	
PC1003	Public affairs support to the commander to provide information to the Command and non-DoD audiences.	121	X	X	X	X	X	
PC5156	Modernized business processes and infrastructure IAW the Quadrennial Defense Review.	122	X					
PC5502	Short range Air Defense in support of operations.	123		X	X			
PC4626	Army forces fully participating in the CJCS exercise program to ensure interoperability and improve readiness.	124					X	
PC1258	Civil works support to domestic civil authorities to develop and protect the water resources of the US	125				X		

ARMY INTERNATIONAL ACTIVITIES PLAN

Capability Code	Capability Definition	Sequence Number	Army Strategic Objectives Supported					
			PRR	FEO	SLD	SCA	SSE	MTA
PC5533	Space control operations to attack adversary space systems.	126			X			
PC1056	Cooperative Threat Reduction and Arms Control inspections/monitoring and inspection for WMD Treaty Compliance to ensure the Army complies with statutes.	127					X	
PC4618	Hazardous munitions removal in support of civil authorities to protect forces, populations, and infrastructure.	128				X	X	
PC4972	Civil and military search and rescue operations conducted in order to preserve lives.	129				X	X	
PC1242	Environmental remediation and protection needs of US Army, DoD, Other Federal Agencies and Allies met in the US and abroad.	130				X	X	
PC5397	Exchange and commissary support provided to eligible beneficiaries.	131					X	
PC1262	Army forces supporting Joint staff, NATO headquarters, and embassies.	132					X	
PC1034	Army forces interacting with foreign armies, governments, and peoples.	133					X	
PC1090	Foreign Internal Defense (FID) support to foreign governments to assist them in combating subversion, lawlessness, and insurgency.	134					X	
PC4815	Move or transport a unit and its equipment from Home Station to Mobilization Station by any transportation means.	135						X
PC1087	Foreign Area Officer program to enhance US military activities worldwide.	136					X	
PC1103	Reserve Component (RC) overseas deployment training (ODT) forces integrated into Combatant Commanders Theater Security Cooperation Plan (TSCP).	137					X	
PC5026	Democracy building activities in support of national goals.	138					X	
PC5522	Missile warning and defense support for Homeland Defense, deployed forces, and allies.	139					X	
PC1109	International environmental security and cooperation activities to support US policies and IAW applicable statutes.	140					X	
PC1062	Integrated mobilization program supporting national objectives and other emergencies.	141						X
PC4401	HQDA, Major Army Commands, and Field Operating Agencies performing Active Component and Reserve Component Army Management functions.	142						X
PC5028	Humanitarian response to overseas natural and man made disasters.	143				X	X	
PC5517	Support to Combatant Commanders in providing Essential Elements of Information on indigenous religions, customs and traditions.	144					X	
PC5521	Growth of institutional (Faculty/support persons) Army to support soldier growth expansion.	145						X
PC1139	Military assistance supporting civil authorities for special events.	146				X		

ARMY INTERNATIONAL ACTIVITIES PLAN

Table B-2: TAP Capabilities Ordered by Capability Code

Capability Code	Capability Definition	Sequence Number	Army Strategic Objectives Supported					
			PRR	FEO	SLD	SCA	SSE	MTA
PC0002	Counterterrorism activities conducted to prevent, deter, and respond to terrorist activities.	2	X		X	X		
PC0003	Consequence management support to domestic civil authorities for weapons of mass destruction incidents in order to manage and mitigate problems.	51				X		
PC0004	Health services support to federal agencies and state governments in order to minimize effects of natural disaster.	115				X		
PC0008	Stability operations conducted in support of operational plans.	27					X	
PC0010	Defensive operations conducted to defeat an enemy attack, buy time, economize forces, or develop conditions favorable for offensive operations.	6			X			
PC1003	Public affairs support to the commander to provide information to the Command and non-DoD audiences.	121	X	X	X	X	X	
PC1007	A force deployment management system that interface with joint systems to enable worldwide strategic deployment and redeployment of Army forces.	97	X	X			X	X
PC1009	A joint and multinational training and exercise program that supports Combatant Commanders requirements.	57	X		X		X	X
PC1010	Ability to sustain forces through multiple nodes and modes.	20	X	X	X			
PC1012	Health service support to mobilizing forces.	95						
PC1013	Ability to shelter forces deployed.	48			X			
PC1019	A strategic reserve and stockpile of preferred ammunition to support operational and training requirements.	59	X		X		X	
PC1020	A strategic reserve of prepositioned major end items and other materiel to support rapid force projection and replace battle consumable items and battle losses.	113	X		X		X	
PC1025	Ability to rapidly deliver, by air , personnel and material far forward on the battlefield.	82			X			
PC1029	An inland bulk fuel storage and distribution system supporting US, Joint, and Allied Forces in theaters of operation.	83			X			
PC1031	Ability to reduce the vulnerability of individuals and property to terrorist acts	120	X			X	X	
PC1032	Spectrum access systems and architecture that protect access to the electromagnet spectrum in support of world-wide Army operations.	90	X	X	X			
PC1033	Army force structure sufficient to swiftly defeat aggression in overlapping major conflicts while preserving for the President the option to call for a decisive victory in one of those conflicts.	1	X					
PC1034	Army forces interacting with foreign armies, governments, and peoples.	133					X	
PC1041	Unit readiness assessment, identify and correct deficiencies (training, manning, equipping) and validate for deployment.	69			X			X
PC1050	Organization and architecture providing Computer Network Defense (CND) to protect and defend information and information systems.	87	X		X			
PC1052	Military research and development conducted to counter asymmetric threats.	40				X	X	
PC1056	Cooperative Threat Reduction and Arms Control inspections/monitoring and inspection for WMD Treaty Compliance to ensure the Army complies with statutes.	127					X	

ARMY INTERNATIONAL ACTIVITIES PLAN

Capability Code	Capability Definition	Sequence Number	Army Strategic Objectives Supported					
			PRR	FEO	SLD	SCA	SSE	MTA
PC1062	Integrated mobilization program supporting national objectives and other emergencies.	141						X
PC1076	Equipment and systems necessary to perform transportation and distribution functions in support of strategic deployment	21	X		X			
PC1087	Foreign Area Officer program to enhance US military activities worldwide.	136					X	
PC1090	Foreign Internal Defense (FID) support to foreign governments to assist them in combating subversion, lawlessness, and insurgency.	134					X	
PC1095	Electronic warfare systems supporting theater operations.	35		X	X			
PC1097	Information technology systems integrated with joint systems to enhance information sharing.	16	X	X	X			
PC1099	Infrastructure required for receiving, storing, issuing, and caring for supplies in storage (COSIS) in support of operations, prepositioning, and training.	84	X		X		X	
PC1100	Quality, cost effective accessions programs designed to recruit, retain, and train initial entry officers and enlisted Soldiers with the Warrior Ethos.	38						X
PC1101	An integrated information network providing situational awareness that supports warfighting systems and provides efficient information management support (Battle Command) for combat and peacetime operations.	8	X	X	X			
PC1102	Coalition and multinational operations conducted in support of National Command Authorities' objectives.	43		X	X			
PC1103	Reserve Component (RC) overseas deployment training (ODT) forces integrated into Combatant Commanders Theater Security Cooperation Plan (TSCP).	137					X	
PC1104	Weapons of Mass Destruction detected, located, and tracked.	33	X	X		X	X	
PC1109	International environmental security and cooperation activities to support US policies and IAW applicable statutes.	140					X	
PC1114	Existing allied and other international capabilities and exchange mechanisms monitored to access cutting edge technologies.	77					X	
PC1119	Integrated logistics automation system which enhances the warfighter's ability to accomplish their mission	53	X		X	X	X	
PC1136	Military assistance supporting civil law enforcement.	58				X		
PC1139	Military assistance supporting civil authorities for special events.	146				X		
PC1141	Morale, welfare, recreation, and Army community activities to enhance quality of life for soldiers, their families, and the civilian workforce.	63					X	
PC1145	Support to non-governmental organizations (NGO)/private voluntary organizations (PVO) in order to mitigate the effects of natural disasters and asymmetric attacks.	96				X		
PC1172	Ability to sustain field services	56			X			
PC1173	Power projection installations and infrastructure supporting the rapid deployment and strategic movement of forces and cargo.	52	X				X	X
PC1174	Precision Munitions that support close in (Division and Below) fire support systems.	29	X	X	X			
PC1177	Professional education and training for professional development of military and civilian personnel.	103	X		X		X	X
PC1188	Facilities and routes rapidly improved in support of operations.	81	X	X	X			

ARMY INTERNATIONAL ACTIVITIES PLAN

Capability Code	Capability Definition	Sequence Number	Army Strategic Objectives Supported					
			PRR	FEO	SLD	SCA	SSE	MTA
PC1189	Existing CA, CS, and CSS systems recapitalized.	93			X			X
PC1195	Combat systems that achieve combat overmatch.	19						
PC1197	Special skills and functional training for officers, NCOs and enlisted personnel.	54						X
PC1201	Full spectrum countermeasures to chemical, biological, radiological, nuclear, and enhanced high explosive (CBRNE) threats to enable operations and provide force protection.	10	X	X	X		X	
PC1208	Test, measurement, and diagnostic equipment that quickly isolates electronic faults in weapon systems and allows their rapid return to the battlefield.	112			X			
PC1213	Water purification, storage, and distribution systems to provide essential water needs and enhance sanitation.	39			X			
PC1216	Rapidly project CONUS-based or forward stationed (OCONUS) forces in support of President and the Secretary of Defense.	9	X				X	
PC1218	Interoperability of equipment and systems with joint and combined forces for a reduced logistical burden and more effective operations.	42	X	X	X			
PC1219	Conduct information operations (IO)	30			X			
PC1223	Research and development (R&D) and science and technology (S&T) programs focused on leap-ahead technologies which support the future readiness.	76					X	
PC1225	Ports of debarkation (PODs) expansion to support operations.	45	X	X				
PC1226	Lines of communications maintained in a theater of operations to support operations.	17	X		X			
PC1227	Law enforcement and prisoner control provided in a theater of operations.	73			X			
PC1229	Preventive medicine programs to reduce loss of personnel.	88	X		X	X		
PC1237	Intelligence means to detect, locate, and track international terrorist activities and groups as well as drug traffickers which may pose a threat to US personnel, equipment, facilities, or interests.	12	X			X	X	
PC1238	Non-lethal means of attack in support of current operations and the Combatant Commanders Theater Security Cooperation Plan (TSCP).	102	X	X	X			
PC1239	Targets attacked at the Operational depth of the battlefield to delay, disrupt and destroy enemy operational forces.	49			X			
PC1242	Environmental remediation and protection needs of US Army, DoD, Other Federal Agencies and Allies met in the US and abroad.	130				X	X	
PC1251	Conventional force protection technologies in support of Army assets.	79	X	X	X			
PC1254	Direct action (lethal/non-lethal) on WMD facilities, stockpiles, and infrastructure in support of warfighting Combatant Commanders.	94	X		X		X	
PC1258	Civil works support to domestic civil authorities to develop and protect the water resources of the US	125				X		
PC1262	Army forces supporting Joint staff, NATO headquarters, and embassies.	132					X	
PC1265	Network management automated at Theater through Division level.	99	X					
PC4321	Recovery, identification, and return of US remains.	75			X			
PC4341	Full spectrum installation Force Protection against asymmetric threats to protect the power projection platform.	15	X					X

ARMY INTERNATIONAL ACTIVITIES PLAN

Capability Code	Capability Definition	Sequence Number	Army Strategic Objectives Supported					
			PRR	FEO	SLD	SCA	SSE	MTA
PC4363	Installation Information Infrastructure Architecture (I3A) providing reachback capabilities for deployed units.	101	X		X		X	X
PC4388	Mission facilities enabling base operations (BASOPS) support to Army units.	37	X		X			X
PC4401	HQDA, Major Army Commands, and Field Operating Agencies performing Active Component and Reserve Component Army Management functions.	142						X
PC4411	Doctrine developed to support Army, Joint, and Multinational Tactics, Techniques, and Procedures (TTP) for Multiple Mission Scenarios.	22	X					
PC4414	Active and Reserve Component Personnel Endstrength Programs supporting AC/RC integration.	107						X
PC4415	Reserve Component forces ready within JSCP Timelines.	80						X
PC4418	War reserve stocks of ammunition to support and sustain operations.	111			X			
PC4427	Weapons of Mass Destruction (WMD) Force Protection Technologies to provide improved protection, decontamination, and treatment.	89	X		X			
PC4502	Human Intel (HUMINT), Counter Intel (CI), Signal Intel (SIGINT), Measurement & Signature Intel (MASINT), Open Source Intel (OSINT) & Imagery Intel (IMINT) integrated collection structure to acquire info in time for command operational response.	44	X	X	X		X	
PC4572	Laboratory facilities capable of analyzing chemical surety materials, foreign chemical warfare agents and all precursors and degradation by-products, and hazardous industrial chemicals, in support of Army activities.	105				X		
PC4574	Real-time detection and identification of chemical warfare agents to allow for timely implementation of defensive measures.	50	X		X	X		
PC4608	Critical Infrastructure Protection for the US and its territories against missile attack.	5				X		
PC4618	Hazardous munitions removal in support of civil authorities to protect forces, populations, and infrastructure.	128				X	X	
PC4626	Army forces fully participating in the CJCS exercise program to ensure interoperability and improve readiness.	124					X	
PC4667	Space-based communications systems supporting deployed forces.	32	X	X	X			
PC4682	Forces that transition from deployment to battle field formations.	13	X					
PC4690	Aerospace defense in support of operations.	118		X	X			
PC4702	Identification, selection, and prioritization of opposing land, sea, air, and space targets by Army assets.	78		X				
PC4703	Identify and assess target damage and requirements for re-attack.	114			X			
PC4709	Maintenance, recovery, and CL IX repair to joint forces in a theater of operations.	18	X		X			
PC4721	PC4721: Civil Affairs (CA) ,Civil Military Operations (CMO), MP host nation prisoner control, re-establishment of law and order/judicial systems, legal systems, local law enforcement systems to support peace keeping or regime changes in support of the Com	68			X		X	
PC4729	Provide C4I, forces, equipment and procedures to Maintain Operational Information and Forces Status (Ref OP 5.1.4).	104	X	X	X	X		
PC4748	C4I, forces, and procedures to Coordinate Host Nation Support.	119	X		X	X	X	

ARMY INTERNATIONAL ACTIVITIES PLAN

Capability Code	Capability Definition	Sequence Number	Army Strategic Objectives Supported					
			PRR	FEO	SLD	SCA	SSE	MTA
PC4749	Information sharing with Coalition forces in support of operations.	91	X				X	
PC4758	Counter mobility and survivability conducted.	23	X	X	X			
PC4762	Noncombatant evacuation operations conducted to protect life.	62				X	X	
PC4780	Foreign disaster relief support including medical, supply, engineering, and transportation in order to mitigate the effects of natural or manmade disasters.	71				X	X	
PC4782	Peace operations conducted alone or as part of a multinational force in support of Combatant Commanders requirements.	70					X	
PC4784	Heavy equipment transportation systems to move heavy equipment (e.g. tanks and Infantry fighting vehicles) from staging areas to tactical assembly areas throughout the AOR.	108	X		X			
PC4815	Move or transport a unit and its equipment from Home Station to Mobilization Station by any transportation means.	135						X
PC4819	Rapid intratheater deployment, employment, and redeployment of Army forces within the theater of operations.	7	X					
PC4828	Airborne, Amphibious, Air Assault, or Special Operations conducted in support of operations.	11		X	X			
PC4831	Offensive operations seek to seize, retain, and exploit the initiative to defeat the enemy decisively	3		X	X			
PC4832	Ability to conduct unconventional warfare in support of National Command Authorities and Combatant Commanders objectives.	34	X	X	X		X	
PC4833	Indirect fire support provided to maneuver forces.	14		X	X			
PC4834	Enemy forces interdicted before they come in contact with friendly forces.	85		X	X			
PC4963	Essential health services maintained and/or expanded.	72						X
PC4972	Civil and military search and rescue operations conducted in order to preserve lives.	129				X	X	
PC5026	Democracy building activities in support of national goals.	138					X	
PC5028	Humanitarian response to overseas natural and man made disasters.	143				X	X	
PC5116	Installations protected against espionage and sabotage.	26	X			X		
PC5134	Weapons of Mass Destruction (WMD) Force Protection Technologies providing improved NBC warning and reporting capabilities.	55	X		X	X	X	
PC5151	Casualty operations activities conducted in support civil and military authorities.	92	X		X			
PC5156	Modernized business processes and infrastructure IAW the Quadrennial Defense Review.	122	X					
PC5159	Mission-essential military and commercial terrestrial and space-based systems in support of Combatant Commanders.	24	X	X	X			
PC5234	Psychological Operations (PSYOP) in support to Combatant Commanders.	36		X	X		X	
PC5288	Ability to direct indigenous or surrogate forces in support of National Command Authorities or Combatant Commanders objectives.	106	X		X		X	
PC5382	Disaster Control Measures to minimize effects and initiate recovery.	100				X		
PC5397	Exchange and commissary support provided to eligible beneficiaries.	131					X	

ARMY INTERNATIONAL ACTIVITIES PLAN

Capability Code	Capability Definition	Sequence Number	Army Strategic Objectives Supported					
			PRR	FEO	SLD	SCA	SSE	MTA
PC5408	Forward deployed forces in support of Combatant Commanders Theater Security Cooperation Plan (TSCP).	46	X				X	
PC5455	Training and education infrastructure, staffing, and automation support sufficient to support Active and Reserve Component forces	61	X		X		X	X
PC5502	Short range Air Defense in support of operations.	123		X	X			
PC5505	Medical products, doctrine training, organizations, material and facilities tailored to support the deploying force.	98	X		X			
PC5508	Technical engineering support to deployed forces, US agencies, private firms, other countries, and international organizations.	60	X	X	X	X	X	
PC5515	Provide medical personnel trained in advanced techniques, procedures, and concepts to counter potential asymmetric threats.	117				X		
PC5516	Mobility support to the commander to guarantee the ability to maneuver where and when he desires without interruption or delay to achieve his intent.	28	X	X	X			
PC5517	Support to Combatant Commanders in providing Essential Elements of Information on indigenous religions, customs and traditions.	144					X	
PC5519	Develop and maintain a current, relevant global intelligence picture capable of providing immediate support to rapid decision making at the national and strategic level.	74					X	
PC5520	A knowledge based force with access to universal and secure Army knowledge across the enterprise, including every echelon from sustaining base to forward deployed forces as part of Joint, Multinational and inter-agency operations.	47			X			
PC5521	Growth of institutional (Faculty/support persons) Army to support soldier growth expansion.	145						X
PC5522	Missile warning and defense support for Homeland Defense, deployed forces, and allies.	139					X	
PC5529	Space surveillance and assessment supporting deployed forces.	41			X			
PC5533	Space control operations to attack adversary space systems.	126			X			
PC5538	Develop and implement an integrated intelligence surveillance and reconnaissance architecture (ground-, air-, and space-based) to enhance the common operational picture, situational awareness/understanding, and actionable intelligence to enable the Army to get within the enemy's decision cycle.	4	X	X	X		X	
PC5539*	Pre and post deployment health assessment system for discovering and documenting soldier health issues attributable to deployment operations.	116	X					
PC5540*	Medical doctrine, training, leader development, organizations, material, personnel and facilities products tailored to support the deploying force. PC5505 should read as such throughout the entire document.	86	X					
PC5541*	Identify and apply full-spectrum CBRN countermeasures based on well defined, science-based, impact assessment of threats. Rationale, Provides the utmost protection to the force.	31	X					
PC5543*	Ability to identify, react to, and/or eliminate environmental consequences or implications of actions and legitimate regulatory restrictions on operational methods and mission accomplishment.	109		X	X	X	X	

ARMY INTERNATIONAL ACTIVITIES PLAN

Capability Code	Capability Definition	Sequence Number	Army Strategic Objectives Supported					
			PRR	FEO	SLD	SCA	SSE	MTA
PC5544*	Conduct Safety Risk Assessment and management in support of operations and training.	110		X	X			
PC5545*	Provide support to joint and coalition forces in infrastructure construction or reconstruction, in furtherance of US national interests.	25				X	X	
PC5546*	Morale, welfare, recreation kits, internet, email capability, postal services, NAF construction, and R&R programs when and where feasible during deployments in overseas (and remote) locations to enhance troop morale and readiness.	64			X			
PC5547*	Location and quantity of Army infrastructure to support national military strategy.	65	X	X			X	X
PC5548*	Installations and garrison support to commanders to carry out mission operations.	66					X	X
PC5549*	Communications and Tasks/Techniques/Procedures for interoperability with US domestic/State-level emergency response agencies.	67				X		

* New for TAP 06-23

ARMY INTERNATIONAL ACTIVITIES PLAN

Annex C – Army Country of Emphasis Guidance

This annex is classified and is published under separate cover

ARMY INTERNATIONAL ACTIVITIES PLAN

Annex D: Army International Activities (AIA) Performance Indicators

1. Category of Activities: Education and Training

Access		Assure		Democracy and Stability		Establish Relations		Improve Cooperation		Improve Defense Capabilities		Interoperability		Transformation	
Output	Outcome	Output	Outcome	Output	Outcome	Output	Outcome	Output	Outcome	Output	Outcome	Output	Outcome	Output	Outcome
Number of courses, activities, or events with or supportive of access	Number of US graduates placed in positions to support access for US	Number of billets assigned to target countries to assure US commitment	New formal and informal professional networks created from education and training activities, e.g., alumni groups, in support of bilateral defense relations	Number of billets assigned to non-NATO allies, emerging democracies and countries-in-transition received education and training in the US	Increased number of military personnel from non-NATO allies, emerging democracies and countries-in-transition received education and training in the US	Number of first-time requests received and granted for education activities, or events	Education and training courses, activities, or events established institutional points of contact	Number of courses, activities, or events that address issues or supportive of cooperation with the US	US and foreign military personnel use knowledge and training to advance cooperation	Number of billets assigned to target countries to assist in improving their defense capabilities	Education and training courses, activities, or events built new capabilities for target countries to work with the US	Number of courses, activities, or events that address issues or supportive of interoperability	Number of US graduates or participants of education and training courses, activities or events who used knowledge and professional network to advance transformation of US or target country military	Number of courses, activities, or events that address issues or supportive of Transformation	Number of US graduates or participants of education and training courses, activities or events who used knowledge and professional network to advance transformation of US or target country military
Number of US graduates or participants who took part in courses, activities, or events with or supportive of access	Number of foreign graduates placed in positions to support access for US	Number of activities/events, e.g., lectures, conducted with target countries with the purpose of assuring US commitment	Maintain formal and informal professional networks created from education and training activities, e.g., alumni groups, in support of bilateral defense relations	Courses, activities, or events addressed issues or supportive of democracy and stability	Formal and informal networks, e.g., alumni organizations, that grew out of education and training forums or mechanisms to promote civil-military emergency planning, humanitarian assistance, transparency, regional development, and other activities that support democracy and stability	Number of target country personnel involved in first-time education and training courses, activities, or events	Education and training courses, activities, or events enabled creation of formal and informal networks, e.g., alumni groups, to support institutional and individual interaction	Number of US personnel sent to target countries for education and training courses, activities, or events	Education and training built new capabilities for US and target countries to close or reduce gaps and improve cooperation	Education and training courses, activities, or events improved new capabilities for foreign countries to address domestic security needs, e.g., improved civil-military emergency planning, NBC, medical, or engineering.	Education and training courses, activities, or events built new capabilities for foreign countries to address external security concerns, including regional civil-military emergency	Number of new certification agreements concluded with foreign army training and education institutions	Number of foreign graduates or participants of US training courses, activities or events who used knowledge and professional network to advance interoperability with US	Number of foreign graduates or participants of education and training courses, activities or events who used knowledge and professional network to advance transformation of US or target country military	Number of foreign graduates or participants of education and training courses, activities or events who used knowledge and professional network to advance transformation of US or target country military
Number of foreign graduates or participants who took part in courses, activities, or events with or supportive of access	Courses, activities, or events lead directly to access	Average time it took to process requests for training from target countries	Enlarge membership in existing formal and informal professional networks created from education and training activities, e.g., alumni groups, in support of bilateral defense relations			Education and training courses, activities, or events drew foreign country into an existing formal or informal professional network	Education and training courses, activities, or events maintained capabilities for US and target countries to close or reduce gaps and improve cooperation	Number of foreign personnel sent to education and training courses, activities, or events in the United States.	Education and training courses, activities, or events maintained capabilities for US and target countries to close or reduce gaps and improve cooperation	Education and training courses, activities, or events built new capabilities for foreign countries to address external security concerns, including regional civil-military emergency	US and target country able to close or reduce gaps and promote interoperability as a result of new capabilities gained through education and training	Number of existing certification agreements maintained with foreign army education and training institutions	US and target country able to close or reduce gaps and promote interoperability as a result of new capabilities gained through education and training	Number of schools or alumni organizations that leverage formal and informal forums and mechanisms to promote Transformation	Number of schools or alumni organizations that leverage formal and informal forums and mechanisms to promote Transformation

1. Category of Activities: Education and Training

57

1. Category of Activities: Education and Training

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ARMY INTERNATIONAL ACTIVITIES PLAN

2. Category of Activities: International Support and Treaty Compliance

Access		Assure		Democracy and Stability		Establish Relations		Improve Cooperation		Improve Defense Capabilities		Interoperability		Transformation	
Output	Outcome	Output	Outcome	Output	Outcome	Output	Outcome	Output	Outcome	Output	Outcome	Output	Outcome	Output	Outcome
Activities/Event s addressed topics or issues synonymous with or supportive of access	Activities/events improved access	Highest rank of representatio n at multilateral enterprise	Foreign countries increased resource commitment to multilateral enterprise	Activity/Event s addressed issues synonymous with or supportive of democratic governance and stability	Activities/Event s improved foreign countries capability to conduct civil- military emergency planning, humanitarian assistance, or disaster relief	Multilatera l enterprise initiated outreach to target countries	Outreach activities established institutiona l points of contact	Number of existing agreements that promote cooperatio n	Activities/event s enabled US and foreign countries to close or reduce capability gaps for improved bilateral cooperation	Multilateral enterprise activities/event s addressed ways to improve defense capabilities of foreign countries to combat security threats	Activities/Event s improved capability of foreign countries to deal with security threats, including civil- military emergency planning and disaster relief	Activities/Event s addressed issues synonymous with or supportive of interoperability	Multilateral enterprise participants adopted systems, processes, equipment, methodology, etc. that interfaces with the US	Activities/Event s addressed issues synonymous with or supportive of Transformation	Multilateral enterprise allocated resources to sponsor activities/events supportive of US Transformation
Activities/Event s enabled formal/informal networks to acquire new access	Activities/Event s improved foreign countries capability to conduct civil- military emergency planning, humanitarian assistance, or disaster relief with regional US allies	US maintained resource commitment to multilateral enterprise	Foreign countries increased role and responsibilities in leading, organizing, implementing activities/events	Activities/Event s improved foreign countries capability to conduct civil- military emergency planning, humanitarian assistance, or disaster relief with regional US allies	Activities/Event s improved foreign countries capability to conduct civil- military emergency planning, humanitarian assistance, or disaster relief with regional US allies	Multilatera l enterprise provided venue or mechanism for US to initiate outreach to target countries	Outreach activities enabled US personnel to establish ties with foreign state and local leaders	Number of new agreements that promote cooperatio n	Foreign countries increased funding commitment to multilateral enterprise	Multilateral enterprise activities/event s addressed ways to improve defense capabilities of foreign countries to combat security threats	Activities/Event s improved capability of foreign countries to deal with security threats, including civil- military emergency planning and disaster relief planning with regional US allies	Number of existing agreements that improve interoperability	Participation in multilateral enterprise expanded professional network available to improve interoperability	Activities/event s encouraged members to adopt policies or acquire capabilities supportive of Transformation	Activities/event s encouraged members to adopt policies or acquire capabilities supportive of Transformation
Participation in Activities/Event s expanded professional network for US personnel to improve access	Activities/Event s enabled foreign countries to increase contribution to regional security	US contributions as share of total for multilateral enterprise	Participation in multilateral enterprise expanded professional network for US personnel to improve bilateral defense relations	Activities/Event s enabled foreign countries to increase contribution to regional security	Activities/Event s enabled foreign countries to increase contribution to regional security				Foreign countries increased role and responsibilities in leading, organizing, implementing activities/events		Activities/Event s enabled foreign countries to acquire new capabilities to support regional security initiatives	Number of new agreements that improve interoperability	Activities/Event s improved coalition effectiveness	Participation in multilateral enterprise expanded professional networks available to support Transformation	Participation in multilateral enterprise expanded professional networks available to support Transformation
		US launched initiatives to address security concerns shared with foreign partner countries	Participation in multilateral enterprise increased foreign commitment to regional security	Activities/Event s led to new initiatives to improve democratic governance and stability	Activities/Event s led to new initiatives to improve democratic governance and stability				Participation in multilateral enterprise increased foreign commitment to regional security		Activities/Event s expanded professional networks to improve defense cooperation with the US				
			Participation in multilateral enterprise increased foreign prosecution of the Global War on Terrorism	Participation in Activities/Event s expanded professional networks available for US personnel to address democratic governance and stability with foreign countries	Participation in Activities/Event s expanded professional networks available for US personnel to address democratic governance and stability with foreign countries				Participation in multilateral enterprise increased foreign prosecution of the Global War on Terrorism						

2. Category of Activities: International Support and Treaty Compliance

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ARMY INTERNATIONAL ACTIVITIES PLAN

3. Category of Activities: Materiel Transfer and/or Tech Training

Access			Assure		Democracy and Stability		Establish Relations		Improve Cooperation		Improve Defense Capabilities		Interoperability		Transformation	
Output	Outcome	Output	Outcome	Output	Outcome	Output	Output	Output	Output	Output	Output	Output	Output	Output	Output	Output
Number of Materiel Transfer and/or Tech Training requests from target countries	Materiel Transfer and/or Tech Training facilitated US access to foreign countries.	Number of Materiel Transfer and/or Tech Training requests received from target countries	Materiel Transfer and/or Tech Training enabled US and foreign countries to close or reduce capability gaps for improved bilateral cooperation	Number of Materiel Transfer and/or Tech Training requests received from target countries	Transfer and training built new capabilities for foreign countries to conduct civil-military emergency planning, humanitarian assistance, or disaster relief	Number of first time requests from target countries	Materiel Transfer and/or Tech Training established institutional points of contact	Number of new requests received from target countries	Materiel Transfer and/or Tech Training enabled US and foreign countries to close or reduce capability gaps for improved bilateral cooperation	Number of requests received from target countries	Materiel Transfer and/or Tech Training built new capabilities for foreign country to address security concerns, including civil-military emergency planning, humanitarian assistance, and disaster relief	Number of requests received from target countries	Materiel Transfer and/or Tech Training reduced gaps for improved interoperability	Number of requests received from target countries	Materiel Transfer and/or Tech Training built new capabilities for foreign countries that closed or reduced gaps to promote Transformation	
Number of approvals of Materiel Transfer and/or Tech Training for target countries	Materiel Transfer and/or Tech Training expanded foreign professional network available to support US access	Number of requests received vs. approvals granted for countries which the US Army is actively working to enhance bilateral defense relations	Materiel Transfer and/or Tech Training expanded professional networks to improve bilateral defense relations	Number of Materiel Transfer and/or Tech Training requests approved for target countries	Transfer and training built new capabilities for foreign countries to conduct civil-military emergency planning, humanitarian assistance, or disaster relief with regional US allies	Number of approvals for first time requests from target countries		Number of requests approved for target countries	Materiel Transfer and/or Tech Training enabled US and foreign countries to close or reduce capability gaps for improved multilateral cooperation	Number of requests approved for target countries	Materiel Transfer and/or Tech Training built new capabilities for foreign country to address security concerns, including civil-military emergency planning, humanitarian assistance, and disaster relief with regional US allies	Number of requests approved for target countries	Materiel Transfer and/or Tech Training expanded professional networks available to improve interoperability	Number of requests approved for target countries	Materiel Transfer and/or Tech Training expanded professional network for US personnel to address US Transformation	
		Average time of Materiel Transfer and/or Tech Training request and approval process for target countries	Materiel Transfer and/or Tech Training facilitated foreign commitment to nonproliferation					Upward or downward movement in classification or type of materiel transfer and/or tech training	Materiel Transfer and/or Tech Training expanded professional networks to support cooperation		Materiel Transfer and/or Tech Training built new capabilities that closed or reduced gaps in bilateral defense relations		Materiel Transfer and/or Tech Training facilitated improved multinational force compatibility		Materiel Transfer and/or Tech Training improved the economies of scale in US materiel acquisition	
61		Upward or downward movement in classification or type of transfer and/or training	Materiel Transfer and/or Tech Training facilitated foreign commitment to prosecution of the Global War On Terrorism					Number of special transfers of excess defense articles and drawdowns	Materiel Transfer and/or Tech Training facilitated foreign commitment		Materiel Transfer and/or Tech Training built new capabilities that support national					

3. Category of Activities: Materiel Transfer and/or Tech Training

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ARMY INTERNATIONAL ACTIVITIES PLAN

4. Category of Activities: Military Exercises

Access		Assure		Democracy and Stability		Establish Relations		Improve Cooperation		Improve Defense Capabilities		Interoperability		Transformation	
Output	Outcome	Output	Outcome	Output	Outcome	Output	Outcome	Output	Outcome	Output	Outcome	Output	Outcome	Output	Outcome
Access granted by foreign country to maintain existing military exercise	Access enabled the US Army to build new capabilities and achieve other goals of the military exercise activities/events	Number of exercises maintained with foreign countries	Foreign countries maintained resource commitment to support exercises	Number of exercises that addressed issues with or synonymous of democracy and stability	Exercises built new capabilities in foreign countries to conduct civil-military emergency planning	Number of non-traditional or new partner countries invited to participate in exercises (e.g., as observers)	Exercises established institutional points of contact	Number of regular exercises maintained	Foreign countries maintained resource commitment to support exercises	Exercises exposed participants to new concepts, weapons, and equipment to improve military capabilities	Exercises built capability for foreign partner countries to improve defense against internal security threats	Number of exercises that exposed participants to new ways to improve interoperability	Exercises persuaded foreign countries to harmonize materiel requirements with the US	Number of exercises that addressed issues with or synonymous of supportive of Transformation	Exercises built new foreign capabilities to close or reduce gaps to improve Transformation
Access granted by foreign countries enabled new military exercise	Access had a positive effect on cost management for exercises	Number of new exercises that addressed foreign country security needs or concerns	Foreign countries increased resource commitment to support exercises	Exercises built new capabilities in foreign countries to conduct civil-military emergency readiness planning with US allies	Exercises built new capabilities in foreign countries to conduct civil-military emergency readiness planning with US allies	Exercises established bilateral networks between US and foreign personnel	Exercises established bilateral networks between US and foreign personnel	Number of new exercises initiated	Foreign countries increased resource commitment to support exercises		Exercises built capability for foreign partner countries to improve defense against external security threats	Number of exercises that tested proposed concepts, materiel, or systems to improve interoperability	Exercises persuaded foreign countries to increase the number of common or interoperable systems and/or C4 architectures, protocol	Number of exercises that tested critical technologies for Transformation	US and foreign country able to close or reduce gaps and promote Transformation as a result of new capabilities gained through exercises
	Exercises improved US power projection capabilities		Foreign countries assumed larger role and increased responsibilities in planning and executing exercises		Exercise enabled US to address issues related to democratic governance and stability		Exercises drew foreign country into an existing formal or informal professional network, e.g. NATO	New elements introduced in exercises to address capability gaps in bilateral cooperation	Foreign countries assumed larger role and responsibilities in planning and executing exercises		Exercises improved civil-military emergency planning in foreign country		Exercises persuaded foreign countries to increase the number of components/subsystems that are interoperable with the US	Number of exercises that tested doctrinal changes critical for Transformation.	Exercises encouraged parallel force modernization in foreign countries
					Exercises deterred regional conflict				Exercises leveraged to improve cooperation in other areas between US and foreign country.		Exercises improved civil-military emergency planning between foreign country and regional US allies		Exercises enabled US to address interoperability issues		Exercises promoted rapid force deployment
									Exercises bolster regional security initiatives				Exercises enabled foreign countries to close or reduce gaps in interoperability		
													Exercises improved interoperability among regional forces		
63													Exercises improved coalition effectiveness		

ARMY INTERNATIONAL ACTIVITIES PLAN

5. Category of Activities: Military-to-Military Contacts

Access		Assure		Democracy and Stability		Establish Relations		Improve Cooperation		Improve Defense Capabilities		Interoperability		Transformation	
Output	Outcome	Output	Outcome	Output	Outcome	Output	Outcome	Output	Outcome	Output	Outcome	Output	Outcome	Output	Outcome
Contacts addressed issues with or supportive of access	Contacts expanded professional network available to address access related issues	Number of contacts that addressed foreign country security needs or concerns	Foreign countries increased resource commitment to support military contacts with the US	Contacts addressed issues with or supportive of democratic governance and stability	Contacts facilitated improved foreign capability to conduct civil-military emergency planning	Number of contacts with target country	Contacts established institutional points of contact	Contacts addressed issues with or supportive of cooperation with the US	Contacts facilitated improved cooperation with foreign country	Contact discussed capabilities needed by foreign countries to address security threats	Contact facilitated building of new capabilities needed by foreign countries to address security concerns	Contact addressed issues with or supportive of interoperability (e.g. armament cooperation, standardization agreements, security assistance, foreign technologies assessment programs, information and personnel exchanges)	Contact persuaded foreign countries to harmonize materiel requirements with the US (e.g. through standardization agreements)	Contact addressed issues with or supportive of Transformation	Contact clarified capabilities necessary for foreign country to support US Transformation
Highest rank of US participant addressing access issues	Contacts enabled the US to maintain access	Highest rank of contacts with foreign country	Contacts led to new initiatives to enhance bilateral defense relations	Number of contacts who visited target countries	Contacts facilitated improved civil-military emergency readiness planning with the US or other US allies	Highest rank of contacts with target country	Contacts drew foreign country into an existing formal or informal professional network, e.g. NATO	Number of contacts with foreign country	Contacts initiated process or built new mechanisms to build capabilities to close or reduce gaps for improved cooperation with the US	Contact discussed capabilities needed by foreign countries to enhance defense relations with the US	Contact facilitated building of new capabilities needed by foreign countries to enhance defense relations with the US	Highest rank of contact addressing interoperability issues	Contact persuaded foreign countries to increase the number of common or interoperable systems and/or C4 architectures, protocol	Highest rank of contact who addressed Transformation issues	Contact expanded professional network available to support US Transformation
Contact facilitated agreement to improve US access	Contacts enabled the US to acquire new access		Contacts helped to maintain existing bilateral defense relations between foreign country and US	Rank of contacts who visited target countries	Contact encouraged building of democratic institutions			Highest rank of contact with foreign country	Contacts facilitated improved cooperation with two or more foreign countries in the same region	Highest rank of contact with target country	Contacts expanded professional networks available for foreign countries to address security concerns		Contact persuaded foreign countries to increase the number of components/subsystems that are common or compatible with the US	Contact promoted allied participation in joint and combined training and experimentation	Contact enabled US and foreign country to close or reduce capability gaps to support US Transformation
	Contact maintained US access to transit and storage facilities		Contacts expanded professional network for US personnel to address bilateral defense issues		Contact promoted effective civilian control of the military			Contact secured foreign country commitment to participate in peacekeeping operations or provide international humanitarian assistance			Contacts improved US knowledge of security threats to foreign country		Contact expanded professional networks for US personnel to address interoperability issues (e.g. through information and personnel exchanges)		
Contact expanded US access to transit and storage facilities				Contact promoted respect for human rights	Contact promoted improved foreign country commitment to prosecute GWOT			Contact secured foreign country commitment to prosecute GWOT		Contact strengthened formal and informal networks to improve civil-military	Contact persuaded foreign country to accept US security assistance				

5. Category of Activities: Military-to-Military Contacts

[illegible]

6. Category of Activities: Military-to-Military Personnel Exchanges

Access		Assure		Democracy and Stability		Establish Relations		Improve Cooperation		Improve Defense Capabilities		Interoperability		Transformation	
Output	Outcome	Output	Outcome	Output	Outcome	Output	Outcome	Output	Outcome	Output	Outcome	Output	Outcome	Output	Outcome
Number of exchanges that explicitly support US access	Exchange facilitated improved access	Number of exchanges with target countries	Exchange developed new capabilities for foreign partner countries to conduct civil-military emergency planning	Number of first time requests received and approvals granted for military exchange with foreign countries	Exchange established institutional points of contact in foreign target country	Number of new exchange agreements	Exchange enabled US and foreign countries to close or reduce capability gaps for improved bilateral cooperation	Foreign exchange personnel from target countries exposed to new concepts, weapons, and equipment to improve military capabilities	Exchange facilitated building new capabilities needed by foreign countries to address security concerns	Number of exchanges in areas that support interoperability	Exchanges built new capabilities that closed or reduced gaps in interoperability	Number of exchanges in areas that support Transformation	Exchanges built new US capabilities to close or improve Transformation		
Number of personnel exchanged with target countries	Exchange expanded network available to improve access	Number of existing exchange agreements maintained	Participation in exchanges increased foreign regional security	Number of new exchange agreements	Foreign exchange personnel used to establish points of contact with target countries	Number of new exchanges	Exchange enabled US and foreign countries to reduce capability gaps for improved multilateral cooperation	Number of foreign exchange personnel from target countries	Exchange expanded professional networks available for foreign countries to improve bilateral defense relations with the US		Exchanges expanded professional networks to improve interoperability		Exchanges facilitated US and foreign country ability to close or promote Transformation		
		Number of new exchanges agreements	Participation in exchanges increased foreign prosecution of the Global War on Terrorism			Number of exchanges	Exchange enabled the US and foreign countries to expand professional network to support cooperation		Exchanges improved capability of target countries to deal with civil-military emergency planning or disaster relief		Exchanges improved multilateral force compatibility		Exchanges expanded professional networks available to support US Transformation		
			Participation in exchanges increased foreign commitment to nonproliferation			Number of exchanges with target countries	Exchange improved coalition effectiveness		Exchanges support regional security initiatives		Exchanges improve interoperability among regional forces		Exchanges encourage parallel force modernization in foreign countries		

67

ARMY INTERNATIONAL ACTIVITIES PLAN

7. Category of Activities: RDT&E Programs

Access			Assure		Democracy and Stability		Establish Relations		Improve Cooperation		Improve Defense Capabilities		Interoperability		Transformation	
Output	Outcome	Output	Output	Outcome	Output	Outcome	Output	Outcome	Output	Outcome	Output	Outcome	Output	Outcome	Output	Outcome
Number of new cooperative RDT&E agreements with foreign countries	US able to access cutting edge technology through cooperative RDT&E activities with foreign countries.	Number of new cooperative RDT&E activities conducted with foreign countries	RDT&E activities with foreign countries created new professional network to improve bilateral defense relations	Foreign visitors use information gained on democratic RDT&E to improve domestic civil-military relations	Number of foreign scientists and/or engineers who visited the US from foreign countries	RDT&E efforts established institutional points of contact and or forums with foreign countries	Number of new cooperative R&D agreements with foreign countries	Incorporated enabling foreign technology in US systems	Number of foreign scientists and engineers visiting US R&D facilities	Upgraded foreign military R&D base	Number of cooperative R&D programs that transitioned to co-production or licensed production	Harmonized US and foreign materiel requirements	Number of RDT&E events that addressed issues synonymous with or supportive of transformation	Acquisition of cutting edge technologies for US Transformation		
Number of existing cooperative RDT&E agreements with foreign countries		Number of standing RDT&E cooperation forums or organizations supported by the US	RDT&E activities with foreign countries maintained professional network to maintain bilateral defense relations	Cooperative RDT&E products used by foreign country to improve domestic civil-military relations	Number of RDT&E projects conducted with foreign countries.	Establish bilateral networks between US and scientists and engineers from foreign countries	Number of existing cooperative RDT&E projects maintained with foreign countries	Increased harmonization of materiel requirements	Number of US scientists and engineers visiting foreign countries	Improved US knowledge about RDT&E capabilities in foreign countries	Number of new materiel or technical standards developed	Increase number of common or interoperable models and simulations	Number of new cooperative R&D agreements that support systems development, e.g. Future Combat System.	Improved economies of scale (reduced development costs) in materiel acquisition (research, development, testing, evaluation) for US Transformation systems		
Number of cooperative RDT&E activities using foreign countries facilities, data, or personnel			RDT&E activities with foreign countries expanded professional network for RDT&E efforts to maintain bilateral defense relations	Cooperative RDT&E products of RDT&E efforts used by foreign country to improve civil-military emergency readiness with the US or regional allies	RDT&E projects exposed foreign visitors from foreign countries to RDT&E products used to improve domestic civil-military relations	RDT&E efforts draw foreign countries into existing informal networks	Number of new agreements to exchange personnel with foreign countries	Reduced R&D and production costs for US and allies	Number of new co-production projects initiated with foreign countries	foreign countries increased resources for domestic military R&D activities	Number of commonly shared models and simulations (M&S)	Increased number of common combat components/subsystems	Number of existing cooperative RDT&E agreements maintained in support of Transformation	Number of cooperative agreements that enabled faster transition of technology from lab to field		
			RDT&E activities with foreign countries connected existing professional networks to maintain bilateral defense relations				Number of standing RDT&E cooperation forums or organizations supported by the US	Increased access to emerging technologies of military interest that are not traditionally available via government to government channels	Number of existing co-production projects maintained with foreign countries		Number of sales of foreign technology to US	Increased number of interoperable IT systems and/or C4 architectures, protocols, and data models		RDT&E activities led to transformation of allies' information technology and knowledge base		
			RDT&E activities with foreign countries leveraged professional networks to improve				Number of new cooperative RDT&E contracts Initiated with foreign countries	Created and maintained information				RDT&E efforts and results closed or reduced capability gaps identified as a priority for improved interoperability				

7. Category of Activities: RDT&E Programs

ARMY INTERNATIONAL ACTIVITIES PLAN

8. Category of Activities: Standing Forums

Access			Assure		Democracy and Stability		Establish Relations		Improve Cooperation		Improve Defense Capabilities		Interoperability		Transformation	
Output	Outcome	Output	Outcome	Output	Output	Outcome	Output	Outcome	Output	Outcome	Output	Outcome	Output	Outcome	Output	Outcome
Forum addressed issues synonymous with or supportive of access for the US	Forum facilitated maintenance of existing US access	Highest rank US officials attending Forum	Foreign countries increased resource commitment to forum activities/events	Forum addressed issues synonymous with or supportive of democratic governance and stability.	Forum improved foreign capability to conduct civil-military emergency planning, humanitarian assistance, or disaster relief operations	Forum enabled outreach to foreign countries, e.g., invitation to observe or participate in forum activities/events	Outreach by Forum drew foreign country into an existing formal or informal professional network, e.g. NATO	Forum facilitated activities that closed or reduced capability gaps for improved bilateral cooperation	Forum addressed issues synonymous with or supportive of cooperation with the US	Forum improved capability of foreign countries to deal with security threats, including civil-military planning, humanitarian assistance, and disaster relief	Forum addressed ways to improve defense capabilities to combat security threats	Forum facilitated harmonization of materiel requirements	Forum addressed issues synonymous with or supportive of Transformation	Forum made resource commitment supportive of US Transformation		
Forum facilitated new access for US	Forum facilitated new access for US	US used Forum to address security concerns of foreign countries	Foreign countries assumed larger role and increased responsibilities in leading, organizing, implementing forum activities/events	Forum promoted democratic institutions	Forum improved foreign capability to conduct civil-military emergency planning, humanitarian assistance or disaster relief operations with regional US allies		Outreach by Forum drew foreign country into an existing formal or informal professional network, e.g. NATO	Participation in forum expanded knowledge base and professional networks that improved cooperation	Forum identified and initiated further bilateral cooperation	Forum improved capability of foreign countries to deal with security threats, including civil-military planning, humanitarian assistance, and disaster relief with regional US allies		Forum facilitated increased number of common components/subsystems	Forum promoted parallel force modernization	Forum facilitated allied participation in joint and combined training and experimentation		
	Participation in forum expanded professional network for US personnel to address access issues	Number of agreements maintained through Forum, e.g., standards agreements	Participation in forum expanded professional network for US personnel to improve bilateral defense relations		New capabilities enabled foreign countries to increase contribution to regional security			Forum strengthened alliance in Global War on Terrorism	Forum identified and initiated new areas to further multilateral cooperation	Forum improved foreign countries capabilities to work with multinational forces		Forum facilitated increased number of common or interoperable systems and/or C4 architectures, protocols and data models		Participation in forum expanded professional networks available to support US Transformation		
		Number of new agreements concluded by Forum	Participation in forum improved overall coalition effectiveness		Forum facilitated improved democratic governance and stability			Forum facilitated commitment from foreign countries to participate in Peacekeeping operations	Forum developed agendas for cooperative action	Forum expanded professional networks to improve bilateral relationship with the US		Participation in forum expanded professional networks to improve interoperability	Forum facilitated agreements on armament cooperation, standardization, foreign technologies assessment programs, or information and personnel exchanges	Forum promoted parallel force modernization		

ARMY INTERNATIONAL ACTIVITIES PLAN

8. Category of Activities: Standing Forums

[illegible]

ARMY INTERNATIONAL ACTIVITIES PLAN

Annex E: Multinational Force Compatibility (MFC) Planning Concept and Process

Mission

This annex provides a conceptual framework for the implementation of US Army Multinational Force Compatibility (MFC) policy in accordance with AR 34-1 and DoD Security Cooperation Guidance. It also describes a process for Department of the Army efforts to define and validate MFC requirements and to plan, execute, and assess activities in support of those requirements.

Purpose

The Army MFC concept described below defines three types of possible operational relationships between the US Army and its allies and coalition partners. It also identifies a set of generic military capabilities that are needed to support each type. The operational relationship and associated military capabilities are the basis for the development of country or region-specific Army MFC requirements. Army MFC requirements enable all Army organizations responsible for planning, budgeting, and executing MFC activities to prioritize and focus those activities IAW approved strategies and operational requirements.

Strategic Context

The nature of land operations gives the US Army a unique ability to contribute to, and benefit from, improved coalition cohesion and effectiveness. The strategic environment and the war against terrorism require a new focus on enhancing the capability of the US and a diverse set of non-traditional coalition partners and non-governmental actors to operate together. At the same time, organizations and processes aimed at improving interoperability with traditional friends and allies must be adapted and transformed to reflect new strategic realities. For example, MFC goals must take into account the long-term goals of Army Transformation, as well as promote the modernization and restructuring of foreign Armies in accordance with DoD security cooperation guidance. Finally, MFC goals must address strategic challenges, such as the potential emergence of a peer competitor.

ARMY INTERNATIONAL ACTIVITIES PLAN

Link to AIAP Goals and Objectives

Like other Army Security Cooperation activities, Army MFC activities will be conducted within the framework of the goals and objectives defined in Chapter II of the AIAP, particularly “Develop Allied and friendly Military Capabilities for Self Defense and Coalition Operations” and two of its concomitant objectives: 1) improve the capacity of US and allies to operate together; and 2) improve the military capabilities of allies and friends. Linked with these objectives is a set of generic MFC objectives (see Annex D, performance indicators) that support the likely operational relationship between the US Army and selected counterparts. They are:

- Enhance interoperability with and among allies and selected friendly Armies across doctrine, organizations, training, materiel, leadership, personnel and facilities (DOTMLPF).
- Expand capabilities of specified countries in accordance with applicable guidance (e.g., Global Peace Operations Initiative, Army Campaign Plan and Theater Security Cooperation strategies).
- Increase North Atlantic Treaty Organization warfighting capabilities.
- Identify and facilitate the development of allied and partner country niche capabilities that support US high demand requirements.

Coalition Operational Relationships

There are three categories of Army-to-Army coalition operational relationships: *operational integration*; *operational collaboration*, and *operational support*. The politico-military attributes of each of these categories are described below, along with a list of functionally oriented operational capabilities that may be required to support each interoperability relationship.

The Army's MFC relationship with a given country or region will be a product of many factors, including its politico-military relationship with the United States, as reflected in DoD and regional security cooperation guidance and approved OPLANS/CONPLANS, the country's military capabilities, and its geographic location.

The list of required military capabilities for each type of relationship is not intended to be absolute or exhaustive; rather it identifies a range of military capabilities that may be required to support a given type of multinational operation. In conjunction with the generic MFC objectives described above, they may be used to frame country or region-specific MFC requirements. The precise number and form of these requirements will be driven by the capabilities and desires of the partner country, as well as the nature of the possible military missions to be conducted in concert with the US Army as part of the joint team.

ARMY INTERNATIONAL ACTIVITIES PLAN

a. Operational Integration

US Army and Allied/coalition forces will operate in support of identical military objectives in the same geographical area and at the same time. Allied/coalition units will operate as integral components and under the tactical control of higher echelon US Army units at corps/division/Unit of Employment or brigade/Unit of Action level or vice versa and in a predetermined organizational, mission, and task relationship. In operational integration, US Army and Allied/coalition forces will be capable of operating together across the entire spectrum of military missions, from Humanitarian Assistance/Disaster Relief, stability operations, peace enforcement, to major combat operations. An example of an operational integration relationship is the Polish-led multinational division now operating as a part of the U.S-led multinational force in Iraq.

The military and related capabilities required to support this type of operational relationship between US Army and Allied/coalition forces may include the following:

1. Integrated multinational command and control
2. Interoperable communications and information systems
3. Common situational awareness
4. Collaborative planning and decision support tools
5. Integrated coalition combat identification system
6. Integrated battlespace management
7. Shared rules of engagement
8. Integrated targeting systems
9. Agreed-on coalition operational architecture
10. Exchange of intelligence and classified information
11. Networked surveillance target acquisition and reconnaissance
12. Coordinated management and use of the Electro-Magnetic spectrum
13. Shared use of military geo-spatial information and products
14. Integrated air and missile defense
15. Integrated NBC defense system
16. Integrated information systems defense
17. Comparable maneuver, fire support, mobility, Electronic Warfare and close air support capabilities
18. Compatible logistics command and control doctrine
19. Common or comparable standards for consumables
20. Coordinated movement control system
21. Integrated health service support
22. English-proficient liaison officers

b. Operational Collaboration

US Army and Allied/coalition forces will operate together in support of complementary military objectives in the same geographical area and at the same time. US Army and Allied/coalition units will operate simultaneously with no interference in a

ARMY INTERNATIONAL ACTIVITIES PLAN

predetermined organizational, mission, and task relationship; they will generally be integrated only at the highest level of command. This relationship generally does not include tactical control by US forces of Allied/coalition forces or vice versa. US Army and Allied/coalition forces will be capable of operating together across all military missions, from humanitarian relief, peacekeeping/stability operations, peace enforcement, and major combat operations. The arrangement under which French forces operated on the left flank of the US led-force in Operation Desert Storm is an example of an operational collaboration relationship.

The military and related capabilities required to support a collaboration operational relationship between US Army and Allied/coalition forces may include the following:

1. Integrated multinational command and control
2. Interoperable communications and information systems
3. Common situational awareness
4. Integrated coalition combat identification system
5. Shared rules of engagement
6. Agreed-on coalition operational architecture
7. Exchange of intelligence and classified information
8. Coordinated management and use of the EM spectrum
9. Integrated information systems defense
10. Comparable maneuver, fire support, mobility, EW and close air support capabilities
11. Compatible logistics command and control doctrine
12. Common or comparable standards for consumables
13. Coordinated movement control system
14. English-proficient liaison officers

c. Operational Support

Under the operational support relationship, US Army and Allied/coalition forces will cooperate in support of the same military mission but not necessarily in the same geographical area and at the same time. US forces may or may not exercise operational control of Allied/coalition forces, or vice versa. One side (US) or the other (Allies/coalition partners) will provide combat/maneuver forces but not both. Rather, Allied/coalition forces will provide to US Army forces a range of complementary combat support or combat service support not provided or available from US sources or vice versa. These services could also include en route access support during deployment and reception, staging, and onward movement support in the theater of operations. Operational support from Allied/coalition forces will generally be available in HA/DR and stability operations. In peace enforcement and major combat operations, operational support from Allied/coalition forces will be provided on a case-by-case basis. The arrangement under which US forces provided logistics support (but no combat forces) to the Australia-led multinational force in East Timor is an example an operational support relationship.

ARMY INTERNATIONAL ACTIVITIES PLAN

The military and related capabilities required in this type of operational relationship between US Army and Allied/coalition forces may include the following:

1. Interoperable communications and information systems
2. Agreed-on coalition operational architecture
3. Compatible logistics command and control doctrine
4. Common or comparable standards for consumables
5. Coordinated movement control system
6. Foreign-language proficient liaison officers

Figure 1 illustrates the commonalities and differences between the three operational relationships in terms of five major characteristics.

Characteristic	Operational Integration	Operational Collaboration	Operational Support
Military Objectives	Same	Complementary	Supporting
Mission	Same	Complementary	Supporting
Command Relationship	Tactical Control	None. Integrated at highest headquarters	Combat or Combat Service Support
Geographical Area	Same	May be different	May be different
Time Frame	Same	Same	May be different

Figure 1. Characteristics of Operational Relationships

ARMY INTERNATIONAL ACTIVITIES PLAN

Concept Execution

Execution of the Army's MFC concept involves a series of linked steps, coordinated by the Army G-3 but supported by operational and functional Army organizations. Below is a graphic portrayal of the process (Figure 2) followed by a detailed description:

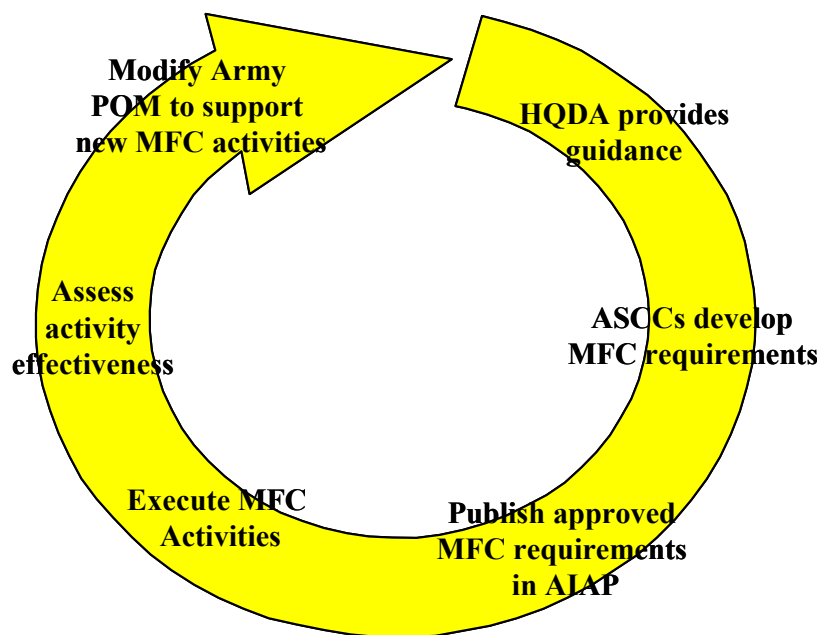


Figure 2: MFC Concept Execution Process

HQDA Provides Guidance

The first step in the process is the provision of HQDA guidance for the development or refinement of country and regional specific MFC requirements by responsible Army organizations-- generally the regional Army Service Component Commands (ASCCs) and other MACOMs. This guidance will reflect OSD-directed changes in DoD strategy and country priorities, as well as additional Army-specific policy or fiscal guidance.

Develop MFC Requirements

In the second and most important step of the process, ASCCs and other Army organizations will refine existing country- /regional specific MFC requirements or develop new ones, as appropriate. An ASCC will not typically develop specific MFC objectives for every country in the command's AOR. Political, strategic, and management considerations suggest that ASCCs develop such objectives only for countries with which the US Army has either a developed or an emerging operational relationship. In some regions, moreover, it may be more appropriate to define MFC requirements in regional, rather than country-specific terms. Whether country- or regionally-oriented, specific MFC requirements should address the generic military

ARMY INTERNATIONAL ACTIVITIES PLAN

capabilities (listed above) associated with the current operational relationship with that country or region. Institutional Army MACOMS will also review and comment on new or existing requirements. HQDA will also actively solicit joint MFC-related requirements developed by JFCOM, selected defense agencies and other DoD organizations.

Integrate and Publish MFC Requirements

In the third step, the Army G-3 reviews and integrates the draft requirements across Unified Command Plan (UCP) areas of responsibility, MACOM responsibilities, and applicable joint requirements. Approved Army and relevant joint requirements may be published in the AIAP.

Execute MFC Activities

Next, responsible Army organizations, including HQDA, ASCCs, CONUS-based MACOMs, and Army acquisition organizations, execute assigned MFC activities in support of approved requirements. Specific policies and procedures for executing Army MFC activities are contained in AR 34-1 and on the Army G-3 web site. As a rule, Army MFC activities will be conducted in accordance with terms of reference, international agreements, or other written documentation. Army representatives will be appointed in writing by the responsible HQDA organization or ASCC, and executing organizations will provide regular reports on activity execution to HQDA to support assessments of activity effectiveness.

Assess MFC Activities

Every year, HQDA, in coordination with executing organizations, will assess the effectiveness of all Army SC activities, including MFC activities. The assessment will consider, among other things, support for approved MFC requirements, contribution to broader AIAP goals and objectives, and resource requirements. The results of the assessment will inform an HQDA review, again conducted in coordination with executing organizations, of the need to create, disestablish or redirect MFC activities to reflect changes in DoD strategy or Army priorities.

Incorporate Results in Army PPBE Process

In the sixth step, any resource requirements associated with approved changes in the Army MFC program will be addressed in the Army PPBE process. Results of the assessment and any resulting changes may also be reflected in revised execution guidance to be published in the next iteration of the AIAP.

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